

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

Wednesday July 11 1984

U.S. investment: as
Japanese as
apple pie, Page 16

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No. 29,367

Alma	Stk 10	Indonesia	Rp 7500	Portugal	Ls 75
Bahrain	Den 0 ECU	Barbados	L 1100	S. Africa	R 4.00
Belgium	Stk 30	Japan	Y 1550	Spain	Stk 4.10
Canada	CS 00	Jordan	Le 500	Turkey	Per 100
China	Me 600	Korea	Le 500	U.S.S.R.	Per 30
Denmark	DK 7.25	Lithuania	EL 8.00	Sweden	Stk 5.50
Egypt	LE 5.50	Luxembourg	LE 3.50	Switzerland	Stk 2.00
Finland	Fin 5.50	Malta	Le 4.75	U.S.S.R.	MI 2.95
France	Fr 5.50	Morocco	Fr 4.00	Tunisia	MI 6.50
Germany	DM 5.25	Monaco	Fr 8.00	Turkey	MI 6.50
Greece	Dr 5.50	Philippines	Per 20	U.S.A.	\$ 1.50
Hong Kong	HKS 12	Malta	MI 6.00		
Iceland	ISK 15	Monaco	MI 6.00		
		Philippines	Per 20		

200

NEWS SUMMARY

GENERAL

Charges made in Nigerian kidnap

Three Israeli nationals and a Nigerian diplomat are to appear in court in London today charged with offences related to the kidnapping of fugitive Nigerian politician Alhaji Umaru Dikko.

The four are charged with abducting Alhaji Dikko and unlawfully administering four stupefying drugs.

Meanwhile in Lagos, the British High Commissioner was summoned to the Foreign Ministry and officially asked to return Alhaji Dikko to Nigeria. Officials in London, however, said no formal extradition request had been received. Earlier story, Page 8

Tanker attacked

The 133,035-ton tanker British Renown was hit by two rockets from an unidentified aircraft while on its way to take oil off a crippled tanker in the Gulf.

Suez tolls

Any 1985 rise in tolls for ships using the Suez Canal would be very reasonable and less than the rate of world inflation, the Suez Canal Authority said. Tolls would be announced in early September.

Uranium vote

Australia's ruling Labor Party voted at its annual conference for a continuation of uranium mining. The vote defeated attempts by the party's left wing to force the Government to ban production. Page 4

Macao's future

China says the future of Macao will be settled through negotiations with Portugal when the time is ripe, but for now it is satisfied to maintain the status quo, Radio Macao reported.

Tories attack deal

UK Government was criticised by British Conservative MPs over the EEC budget deal agreed at Fontainebleau. Page 8

Priests expelled

Nicaragua's Government ordered 10 foreign Roman Catholic priests to leave, accusing them of activities designed to destabilise the country. Battle over agrarian reforms, Page 4

Fine 'illegal'

The European Court of Justice said Britain acted illegally in fining a Danish trawler owner for fishing in British waters in January 1983. Page 2

Coalition offer

Israeli Prime Minister Yitzhak Shamir made a surprise offer to form a coalition with the opposition Labour Party, but the opposition leader rejected the idea. Page 4

Miners trapped

Smoke from a mineshaft fire held back rescuers trying to reach 121 miners trapped with limited air supplies 6,500ft under the surface, near Taipei.

Meat supplies

The Polish Government said meat supplies, in the past one of Poland's most sensitive political issues, would fall in the next six months, official newspapers reported.

Twin calves

Japanese government researchers have produced sets of twin calves by implanting two eggs in one cow, opening the way to a big increase in beef production and a cut in costs.

BUSINESS

London backs dealing reforms

BY PHILIP STEPHENS IN LONDON

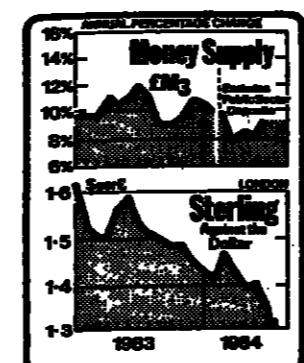
DEMANDS for another rise in Britain's base lending rates intensified yesterday after the announcement of a surge in the money supply last month and amid continuing pressure on sterling from foreign exchange markets.

Financial markets are expecting a rise in base rates to 11 per cent or higher within the next few days after the failure of last week's increase, to 10 per cent, to steady the pound.

The markets' pessimism was reinforced by Bank of England figures showing that sterling M3, the most closely watched measure of the money supply, grew by 2 per cent in June, well above nearly all forecasts.

The three-month sterling interest rate, a key indicator of the general level of interest rates, rose to about 11 1/4 per cent yesterday, suggesting that base rates will have to move to 11 per cent. Share prices and government stocks suffered heavy losses.

The economy is in good shape. Inflation is well under control," said Mrs Margaret Thatcher, the Prime Minister, sought to calm speculation that the authorities



would have to take drastic action to defend sterling.

She told the House of Commons that despite the steep rise in sterling M3 last month, the overall monetary situation was satisfactory. "The recent rise in interest rates demonstrates the Government's commitment to firm monetary conditions," she said.

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A RADICAL new system for share dealing was endorsed by the London Stock Exchange as part of measures to remodel the British securities market. The new system will end the separate functions of stockbrokers and stockjobbers. Page 18

STERLING recovered slightly to close at \$1.3095 from \$1.3065, but fell to 1.3095 (DM 3.705) and FFr 11.3525 (FFr 11.3575). The pound's trade-weighted index was at a record low of 77.2, from 77.6, in New York it closed at \$1.3025. Page 37

DOLLAR fell slightly to DM 2.8235 (DM 2.8385), FFr 8.67 (FFr 8.7175), SwFr 2.8855 (SwFr 2.9292) and Yen 142.55 (Yen 142.6). On Bank of England figures, the dollar's trade-weighted index fell to 136.1 from 136.4. In New York it closed at DM 2.841, FFr 8.7025, SwFr 2.898 and Yen 142.25. Page 37

ZINC prices fell slightly to 1,126.88 (Section III). GOLD improved by \$5 on the London bullion market to \$345, also higher in Frankfurt at \$342.5 and in Zurich at \$345.25. In New York, the Comex July settlement was \$343.50. Page 36

TOKYO investors held back but the Nikkei-Dow market average managed a 1.39 gain to 10,386.51. Section III

LONDON gilts and equities suffered from lower and money-supply levels. The FT Industrial Ordinary index shed 18.6 to 793.0. Section III

HONG KONG stocks pulled out of an 11-day slide. The Hang Seng index added 31.71 to 805.31. Section III

JEAN GODEAUX, president of the National Bank of Belgium, was appointed president of the Bank for International Settlements to succeed Dr Fritz Leutwiler. Page 2

Japan enjoyed a record \$4bn trade surplus with the rest of the world in June - partly because of a big demand in the U.S. for video recorders and televisions for the Los Angeles Olympic Games.

CONTINENTAL Illinois, the troubled Chicago bank, has agreed to sell its London merchant bank, Continental Illinois Ltd, to First Interstate Bank of Los Angeles for an undisclosed sum. Page 19

INTERNATIONAL PAPER, the world's largest paper maker, lifted net earnings by more than a third to \$675m from \$49.8m in the second quarter, 49 per cent up on last year's comparable period. Page 19

AUSTRALIAN publisher Rupert Murdoch has received approval from a Dallas court to continue buying shares in St Regis, a U.S. forest products group. Page 20

ELF AQUITAINE, the French state-owned oil group, has pulled out of a Guatemalan oil exploration venture

Page 20

KOMATSU, the Japanese construction equipment manufacturer, has made a preliminary bid to take over part of the activities of Richier, the bankrupt No 2 French maker of construction equipment, in a move that might signal the start of a big Japanese attack on the continental European market for earthmoving equipment.

Richier, which has prestige on foreign markets but has suffered severe financial difficulties in recent years, was put into liquidation in May after the collapse of a previous Government support rescue plan.

Komatsu, which is second only to Caterpillar Tractor of the U.S. among world construction equipment manufacturers, has made clear its interest in Richier in contacts with government officials. Although the affair is far from being decided, officials said the Japanese offer seemed "more interesting" than those made by other candidates for Richier's operations. They include Liebherr of West Germany and Yumbo, the former French sub-

they returned to work. Ports and docks elsewhere in Europe would be "cheering" the British strike.

The call for a strike by the transport union's 35,000 docks and waterfront workers came after the union claimed that the labour scheme had been breached by British Steel's decision to bypass registered dockers who had refused to load iron ore on to trucks for transport from Birmingham docks in eastern England to Scunthorpe steelworks.

As talks began in London last night in an effort to find a solution to the dispute, employers and shipper admitted that the extent of the strike on its first day had taken them by surprise.

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EUROPEAN NEWS

EEC court rules UK fishing ban illegal

BY PAUL CHEESERIGHT IN BRUSSELS

MR KENT KIRK, the Danish trawler owner and former member of the European Parliament, who challenged the UK Government's right to ban Danish boats fishing in British coastal waters, has won his case in the European Court of Justice.

The Court yesterday handed down a judgment in Luxembourg saying that EEC law did not permit the ban, which lasted for three weeks at the beginning of last year.

The effect, according to legal ex-

perts, is that Mr Kirk may have returned to him a £30,000 fine imposed in January 1983 by North Tyneside magistrates. He could also receive costs.

The experts doubted whether the Court judgment would have a wider impact, however, noting that the events leading to the arrest by the Royal Navy of Mr Kirk fishing inside the UK 12-mile limit, his subsequent trial and fine related to a spe-

cific period of three weeks of legal vacuum.

Mr Kirk appealed against the fine, imposed under the terms of the Sea Fish (Specified UK waters - prohibition of Fishing) Order 1983, to the Newcastle Crown Court.

This Court referred the matter to the European Court, asking if the UK had the right to enforce the Sea Fish Order.

Mr Kirk had made no secret of

his desire to pursue the UK Government to the European Court.

He won his case on what legal experts see as narrow grounds.

According to Community rules there should be equal access to fishing grounds. Under the terms of its accession to the Community, however, the UK was exempted until the end of 1982.

Only on January 23, over a fortnight after Mr King's arrest, did the

common fisheries policy come into existence, extending the exemption and making it retrospective to January 1, a week before Mr Kirk's arrest.

Because there were no fishing regulations between January 1 and January 23, the UK Government stepped in with its ban under the Sea Fish Order. The Court said, however, that penal sanctions - the £30,000 fine - could not be retrospective.



M. Jean Godeaux: close-fought.

Belgian elected to head BIS

BY PETER MONTAGNON, EUROMARKETS CORRESPONDENT

MR JEAN GODEAUX, president of the National Bank of Belgium, was yesterday appointed president of the Bank for International Settlements to succeed Dr Fritz Leutwiler who retired at the end of this year.

The election of Mr Godeaux (62) was formally confirmed at a BIS board meeting after a close-fought race in which the governor of the European central banks vied to become president of the central bankers' own bank in Basle.

The decision, reached unanimously by the court, implies that the case presented by the prosecution is accepted as providing possible grounds for trial.

The charges against Sr Pujol, which his Catalan nationalist supporters claim are politically motivated, relate to alleged misappropriation of funds between 1974 and 1977 when he left the chairmanship of the banking group.

The court will also look into forger charges but since the period in which action can be taken on such offences is limited to five years, they appear not to apply to Sr Pujol.

An examining magistrate had been appointed to pursue the case and is due to work through the summer.

The charges over Banca Catalana, which collapsed in 1982, with accumulated losses of Pta 139bn (865m), were announced shortly after Sr Pujol's moderate nationalist party was returned to power in Catalonia in April.

The territorial court initially declared itself incompetent to deal with the case because of Sr Pujol's status. However, the Supreme Court in Madrid handed the case back to it.

THE EQUITY of Portuguese Banks nationalised in the 1975 revolution could become accessible to private capital if proposals in the Government's three-year programme for economic and financial recovery are carried out.

The programme represents a concerted effort by Sr Mario Soares's coalition to improve the performance of the public sector and boost the finances of private concern.

It calls for a change in the status of nationalised banks

Karl-Otto Poehl of West Germany and M. Renaud de la Gencie of France. M. Godeaux, who was yesterday due to celebrate his appointment at the regular monthly lunch for EEC central bank governors, brought to the BIS from the kitchens of Basle's station buffet, is none the less a newcomer to the coterie of central bankers who dominate the obscure workings of the bank.

His appointment as governor of Belgium's central bank dates from just over two years ago. Before that he was head of the country's banking committee and he has also held posts at the International Monetary Fund and in private banking.

Senior central bankers say that he has demonstrated considerable technical expertise in central banking and bank supervisory matters since he first joined the BIS board on his appointment as president of the Belgian National Bank.

Unlike Dr Leutwiler, however, he has always shunned the limelight and is expected to adopt a much lower profile in his new BIS position which runs for three years until the end of 1987 when he will have reached retirement age.

The BIS, whose direct role in the developing country debt crisis has diminished over the past year, is also likely to take on more of a Big Ben hue later this year when Prof Alexander Lamfalussy, its Belgian economic adviser, is promoted to the position of general manager in succession to Dr Guenther Schleiminger who is due to retire.

As president, Mr Godeaux

will preside over the BIS but not over the key committee of governors of central banks from the Group of 10 industrial countries which meets in Basle each month. This role will continue to be assumed by Herr Poehl.

financial difficulties. Meanwhile, Sr Soares wants more rapid action from the Bank of Portugal on applications by eight foreign banks to open branches here.

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this year. There is much scope for British companies with competitive materials and equipment, particularly those offering cost savings, improved performance or aesthetic features.

AMERICA'S READY FOR BRITISH NON-WEAPON DEFENCE SUPPLIES. In 1984 the US Department of Defense will spend some \$86 billion on the procurement of goods and services, of which non-military items will account for more than \$20 billion.

The opportunities of this huge market have not yet been fully exploited by British suppliers.

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British Overseas Trade Board

FT1

AMERICA'S READY FOR BRITISH KNITWEAR.

Sales of British knitwear increased dramatically to over \$20 million in 1983.

Forecasts are for even greater gains to come—based on demand for quality British goods in updated styles, the advantages of quota-free access in contrast to imports from the Far East, and an exchange rate favourable to British producers.

AMERICA'S READY FOR BRITISH CLOTHING ACCESSORIES.

The return to more formal fashions has also created a major role for women's accessories: sales of hats are up, and gloves are staging a major comeback. British hosiery and neckwear are amongst the products that can capitalise on these strong market conditions.

AMERICA'S READY FOR BRITISH CONTRACT FURNISHINGS.

With sales of \$20 billion in 1981, contract furnishings is one of the fastest-growing industries in the USA. With British exports of carpets and furniture up 45% in the first ten months of 1983, there are significant opportunities for British producers—especially for producers of ergonomic seating and computer-compatible office furnishings. Wool carpet, too, is expected to double its market share in the next three years.

AMERICA'S READY FOR BRITISH FOOD-PROCESSING MACHINERY.

Food processing in the USA in the next decade will make gigantic strides as high technology developments satisfy the increasing demands of health-conscious consumers. The present British share of this \$1 billion market is \$10 million.

AMERICA'S READY FOR BRITISH HEALTH CARE.

Expenditure on health care in the USA is currently running at \$316.6 billion, and some estimates put the figure as high as \$820 billion by 1990. America is Britain's largest single market in this field, buying \$109 million worth of medical equipment in 1983—so there is much room for expansion.

AMERICA'S READY FOR BRITISH COMPUTER SOFTWARE.

The US computer services and software market is expected to be worth \$53 billion by 1986, of which \$15 billion will represent sales of software products. British software houses with the right products and marketing skills are already doing well—and could do better.

AMERICA'S READY FOR BRITISH CONSTRUCTION EQUIPMENT AND SERVICES.

Total activity in the US construction industry was worth about \$195 billion in 1983. Real growth of 4-5% is expected

EUROPEAN NEWS

Greek-U.S. relations take another dive

By Adriana Ierodiaconou in Athens

THE SOMBRE Greek mood over the latest lull in relations with the U.S. lightened yesterday after the State Department in Washington denied reports that the U.S. had blocked the delivery of used F-5 fighter aircraft from Norway to the Hellenic air force.

The State Department said that the U.S. had not yet reached a decision on the F-5s. Officials said the decision is expected to be taken in the next two weeks, but the issue could flare up again if it appeared that the aircraft could go to Turkey, which is also interested in acquiring F-5s.

On Monday, the defence ministers of Britain, France, West Germany, Italy and Spain met in Madrid to approve the study. They are to meet again in Rome next March when, they hope, the project to produce a European aircraft for the 1990s equal to any from the U.S. will receive the actual go-ahead.

There is little doubt that ministers wanted Monday's meeting to be a success. Ministers of preparation, including officials of the air forces and the industries of the five countries had failed to resolve key differences over the type and role of the fighter as well as potential industrial worksharing in its manufacture.

Differences between France and Britain, the countries with highly sophisticated and rival aerospace industries, were especially acute. One is that Mr Andrei

Some important differences were resolved on Monday. The target in-service date will be 1985, not 1983, as Britain would like, or later, as France and West Germany wanted.

There was also an apparent compromise of 9.5 tons on the aircraft's weight, a key determinant for its military role. Britain, to maximise its air superiority capability, wanted an aircraft of 10.5 tons, whereas France, more interested in ground attack and in a lighter aircraft for export, wanted around 8 tons.

Also agreed apparently were the parameters for possible worksharing. It had been reported that France wanted nearly 50 per cent. As a working assumption for the feasibility study, however, the partners have set 23-26 per cent each for France, Britain and West Germany, with about 25 per cent being shared between Italy and Spain.

The five countries seem to have accepted that they will ultimately order around 800 aircraft. In current prices, each would cost some £10m, £12m. British officials say, against about £15m for a Tornado.

But it seems clear from preliminary reports that these are only agreements in principle. For the time being, most of the difficulties remain and many are centred on the engine. This has not been discussed at all in Madrid. A separate study is to be conducted and completed, ministers hope, before the year's end.

British officials are keen to correct what they see as a misrepresentation of the project: the fighter will need a new engine and the question of who develops it (the French and the British are the only real candidates) is, they say, secondary for the time being.

The first problem is whether an existing engine should be used for the first few prototypes. Britain wants to use the RB-199, built for the Tornado, arguing that to build a new engine and use it to test the new aircraft will delay the project and add to its cost.

France apparently half accepts this argument but prefers the U.S. GE 404. However, it continues to argue for a new engine from the beginning.

The second difference concerns the power and size of the engine.

British officials say that in a multinational project of this sort, it is rare to be able to tell when the "Rubicon" is crossed and decisions taken which it will be too difficult or too costly to reverse.

Clearly that point has not yet been reached, though officials insist that, with the sort of ministerial political will the odds must still be on the project ultimately going ahead.

Hard currency earnings fall short in Hungary

BY LESLIE COLITT IN BERLIN

HUNGARY'S hard currency earnings in the first half of this year fell short of their target as a result of reduced food exports following last year's drought and lower prices in the West.

Total exports to hard currency and rouble markets rose by 6 per cent, higher than planned. But this was because of a sharp 16.5 per cent rise in exports to Comecon countries in the first four months of the year. Imports from Comecon were up by only 3.6 per cent.

The volume of exports to the Soviet Union increased by 18.7 per cent. In previous years, Hungary had deficits in its rouble account trade with Moscow but a surplus in dollars on

European fighter starts to roll

By Bridget Bloom, Defence Correspondent

Kremlin lobbies find common interest in a hard line

David Buchan reports from Moscow in the first of two articles

THE DECISION by five European governments to proceed with a full feasibility study for a new fighter aircraft was being seen yesterday as a signal political achievement in the capitals of the nations concerned.

The Kremlin has its own good reason for not wanting to see its initiative on space weapons widened into discussion of the long- and medium-range nuclear missiles covered by the Start and Intermediate Nuclear Force (INF) negotiations. That initiative is, in large part, a substitute for any change in the position which the Kremlin took when abandoning Start and INF last November.

This, at least, is the belief of some Western diplomats here who detect a general immobility in Soviet foreign policy, while the necessarily limited energies of an aged leadership are turned instead to present domestic business, both political and economic.

Theories abound to explain the hardline Soviet foreign policy, which reached a peak in the personal vilification of President Ronald Reagan last autumn, but has since acquired breadth and depth with the recent boycott of the Los Angeles Olympic Games and harassment of U.S. diplomats here.

One is that Mr Andrei

Gromyko, who with the death of President Yuri Andropov has moved from chief executive to architect of foreign policy, now feels free to take out on the U.S. his frustration at the failure of the defence policies he regarded as the chief achievement of his 27-year reign at the Foreign Ministry.

Soviet officials are most convincing, however, when with a new man like President Konstantin Chernenko in the

negotiations on arms control at the moment, and that the new Soviet President would not have the power—even if he had the will—to bring them around to a different view.

Party propagandists, like Mr Leonid Gromyko, head of the central committee international department, show signs of still putting their faith in political suasion on Western Europe and perhaps waiting until the next West German election in the

two groups would be complementary, not alternative. Mr Chernenko may be faced with a powerful alliance which he is in little position to thwart, even if he wanted to.

There is a Defence Council—presumably the equivalent of the National Security Council in the U.S.—and Mr Chernenko heads it in name. Whether he can use it in practice is another matter. Mr Leonid Brezhnev revealed, on the occasion that he was meeting with American negotiators, two completed arms control treaties with the U.S. that only during key stages of the SALT process did an NSC style operate in the Kremlin, and that was under a leader well-entrenched in power.

In a general sense, the economy seems capable of supporting any further military demands that Kremlin leaders might want to place on it. Indeed, Soviet leaders appear to have realised that their rather modest "the war is over" talk which accompanied last year's walk-out from the Geneva Start and INF negotiations. They have recently been reassuring worried citizens that defence spending is adequate and that voluntary contributions and extra work on Saturdays are not needed.

But the arms race with the U.S. is increasingly focused on specific technologies, in which the Soviet Union seems ill placed to compete. Herein



Mr Gromyko (right) has taken over the reins of foreign policy since President Chernenko (left) came to power.

lies the interest in curbing the U.S. military effort in outer space.

The Soviet Union may not be pre-occupied by the more future-oriented space technologies. It probably knows from its own partners in the Eastern bloc's need to improve indigenous development in the "electronics revolution." But these measures will take time, and may not in any event narrow the technological gap with the West.

The Soviet Union is taking remedial steps. It is increasing monetary rewards for its own inventors and has got Comecon partners in focus on the Eastern bloc's need to improve indigenous development in the "electronics revolution." But these measures will take time, and may not in any event narrow the technological gap with the West.

The gas people—investing in tomorrow's world today

The fact that gas is today's most popular fuel in British homes—and a powerful and growing force in industry, too—is no accident.

It's the result of many years' foresight, planning and massive investment by the gas people on behalf of their customers.

The gas people are still working for the future: planning, researching and investing to meet Britain's energy needs a further twenty years ahead, and more.

NEW £100 MILLION OFFSHORE SEARCH GOES DEEPER

The gas people this year will be drilling in deeper water than they ever have before in their continuing search for the further supplies of gas which lie buried under the seas around Britain.

Eight rigs will be used for a mixture of exploration, appraisal and development wells in areas as far apart as the English Channel and the Shetlands. It is off the Shetlands where the deep-water drilling will take place—the sea bed is 2000 feet down!

BILLION POUND DEVELOPMENT IN MORECAMBE BAY

One of the most important finds made by the gas people is in Morecambe Bay, off Lancashire.

The Morecambe gas field lies about 26 miles offshore Blackpool and, with an estimated 5 trillion cubic feet of gas in reserve, is one of Britain's largest offshore gas fields.

Its ongoing development represents a billion pound investment by the gas people in Britain's future—and provides thousands of jobs now for British workers.

One great advantage of the Morecambe field is that it belongs to

British Gas. This means that output can more easily be controlled to help ensure in cold winter weather that customers' needs for gas are met.

Demand for gas at such times can be up to six times greater than in summer.

HOW THE GAS PEOPLE ARE PUTTING SOMETHING AWAY FOR A RAINY DAY

Another ingenious and massive development which will help the gas people to cope efficiently with winter demand is taking place in the partially depleted Rough gas field in the North Sea. Gas will be pumped into the field in the summer, and stored there till needed.

When fully operational, this £600 million development will be capable of supplying a billion cubic feet of gas a day at periods of peak demand—more than seven times the original output of the field.

GIANT CELLARS 'SALT' AWAY GAS

Deep under the North Humberside moors, the gas people are now using salt cavities to store gas against heavy winter demand.

Three of these giant salt cellars, a mile underground, are already in service and work is going ahead on four more.

Each holds a billion cubic feet of gas, equivalent to all the gas used in Britain each day before the North Sea discoveries.

With 8 million central heating customers and 14 million with gas fires, the gas people just have to be fully prepared not only for next winter, but for the one after that, and the one after that, and so on.

These projects are just part of the gas people's massive integrated investment plans to provide for Britain's future energy needs.

But they also bring benefits today—in the form of contracts for British firms for drilling platforms, pipelines, onshore terminals and all the associated engineering plant and equipment.

This, of course, means the creation of many thousands of jobs for British workers—a productive boost for local communities and the national economy.

Britain's got a wonderfuel future!

Gas

OVERSEAS NEWS

Go-ahead for Australia to export uranium

BY COLIN CHAPMAN IN CANBERRA

THE Australian Labor Party yesterday backed Prime Minister Bob Hawke's policy to export uranium, after a fiery and passionate three-hour debate which was the culmination of years of argument within the party.

The decision reverses previous policy which had mandated the Government not to permit new uranium mines and to close down the existing industry.

The party voted at its conference in Canberra by 55 to 44 to permit mining exports from two existing mines in the Northern Territory, Norbarlek and Ranger, and to allow the As100 (\$25m) Roxby Downs project in South Australia to go ahead.

The conference supported a compromise motion restricting exports to those countries

observing the nuclear non-proliferation treaty.

Exports to France will be specifically banned until the testing of nuclear weapons in the South Pacific ceases. The Hawke Government is also bound not to provide subsidies or tax incentives to the uranium industry.

As the debate progressed, about 300 demonstrators broke into the hotel in which the conference was being held and sat in the foyer chanting slogans.

When the conference ended for the day the Foreign Minister, Mr Bill Hayden, was pushed down the stairs by a delegate, but was unharmed.

The pre-uranium vote was supported by all four Labor Premiers and by most members of the Federal Cabinet, although three Minister voted against it.

Shultz call to Third World on debt problems

MR GEORGE SHULTZ, the U.S. Secretary of State, has called on Third World nations to encourage greater foreign equity participation in their development as a way out of their debt problems, Wong Salong reports from Kuala Lumpur.

After talks with Malaysian leaders, he said the Third World debt crisis had brought home the lesson that "nations, like companies, must pay more attention to their debt ratios."

Mr Shultz is currently visiting three countries belonging to the Association of South-East Asian Nations (ASEAN)—Malaysia, Singapore and Indonesia—and will go to Australia and New Zealand. ASEAN was expanding rapidly and could expect to see a greater influx of U.S. investments, he added.

Manila to pay \$88m foreign loan interest

THE PHILIPPINE Central Bank has authorised the release of \$88m (£62m) to cover interest payments on foreign loans that fell due at the end of May, Emilia Tagaga reports from Manila.

The release follows the request last week by the Government for another 90-day moratorium on payments of loan principals after the current standstill ends on July 16.

Although the moratorium, first decreed in October last year, will be in effect for a whole year, the Government has promised to keep interest payment arrears to no more than 60 days.

The moratorium is expected to be lifted once the International Monetary Fund (IMF) approves a long-delayed SDR 615m (£369m) standby credit.

The IMF credit world start the flow of foreign funds into the country which stopped amid political uncertainties late last year.



Shamir in national unity offer

By David Lennon in Tel Aviv

MR YITZHAK SHAMIR, Israel's Prime Minister, called yesterday for the establishment of a national unity government after the July 23 general election. He made this suggestion at the end of a televised debate with Mr Shimon Peres, leader of the opposition Labour Party.

The Premier refused to say later if he would be willing to join such a government if it was led by Mr Peres. "I will answer that question after the election," Mr Shamir said.

The Labour Party leader responded to the challenge by saying that "the problem is not the composition of the Government, but its policies."

The television confrontation, broadcast last night, enabled each party leader to answer five questions about the policies which his party would pursue if he led the next government.

On the key question of the country's current economic difficulties, Mr Peres attacked the Government's record.

He noted that the foreign currency reserves "have fallen to a dangerous level" that in the next months of Mr Shamir's tenure as Premier, inflation has doubled from 200 per cent to 400 per cent, and that in the past seven years, the Government had spent \$90m (£5.4m) on building Jewish settlements on the West Bank and on the war in Lebanon.

In response, Mr Shamir emphasised that there is virtually no unemployment in Israel.

Achieving this, as well as spending heavily on social priorities, "had caused problems with inflation and the balance of payments deficit. But these would be 'tackled by the next Likud Government.'

India fails to identify 'forces behind Sikhs'

BY K. K. SHARMA IN NEW DELHI

THE INDIAN Government yesterday published its long-awaited White Paper on Punjab but did not give evidence that any foreign power had encouraged Sikh terrorists and extremists, nor did it identify any country that had given them assistance.

The failure to do this after many official spokesmen had, during the army action against the Sikh terrorists last month, repeatedly accused Pakistan and other unspecified countries of giving arms and other assistance to the Sikhs and raised many questions about the Government's

moves.

This is underscored by the fact that the 170-page White Paper continues to make charges against unnamed other countries without furnishing any evidence except that arms with foreign markings were found with the terrorists during the army operation.

"Certain foreign forces with deep-rooted interest to bring about the disintegration of India were extending all types of active support to the extremists' operation within the Golden Temple complex in Amritsar, the Sikhs' holy city," the White Paper claims.

This point is amplified to justify the Government's action and the White Paper says that "powerful forces are at work to undermine India's political and economic strength.

"A sensitive border state with a dynamic record of agricultural and industrial development would be an obvious target for subversion."

The army action at the Golden Temple had "become inevitable to prevent the situation sinking into irreversible deterioration."

Even though the Akali Dal (the Sikh political party) did not put forward any specific

demands of a secessionist nature, "its ambiguity on the concept of Sikh separation provided a respectable cover for subversive anti-national forces to operate in the secure knowledge that they would not be politically disowned," the White Paper goes on.

The Government blamed the Akali Party for allowing the initiative and control of the agitation, which arose from its demands for political and religious autonomy, to get out of its hands.

The main issue, the White Paper says, was not the Akali demands but "the marketing of a secessionist and anti-

national movement with active support of a small number of groups operating from abroad."

"Hesitation, second thoughts, unwillingness to come to terms to definite conclusions in a spirit of give and take and to deal with the pressures leading to militancy . . . characterised their (the Akali's) attitude."

"Negotiations were time and again frustrated just when the prospect of settlement seemed near."

The White Paper does not, however, say anything about the prospect of a settlement of the Punjab issue.

Hussein urges new Mideast talks

BY RAMI G. KHOURI IN AMMAN

KING HUSSEIN of Jordan has appealed to President Francois Mitterrand of France, who is at present visiting his country, to help unlock Arab-Israeli peace-making efforts by pushing for a United Nations-sponsored Middle East peace conference.

The French President, on a two-day official visit to Jordan, has replied sympathetically, if somewhat cautiously, in public, saying France supports a negotiated peace based on Arab recognition of Israel, and the Palestinians' right to self-determination.

The Labour Party leader responded to the challenge by saying that "the problem is not the composition of the Government, but its policies."

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Resolution 242 as the basis of peace, which should include the right of all states in the area, including Israel, to exist in peace and security, and the right of the Palestinians to national self-determination.

But this week's visit simply highlights the virtual helplessness of Jordan and France in the face of Israel and U.S. objections to the idea of a United Nations' peace conference.

On Monday King Hussein said that Middle East peace prospects have never looked so bad because of Israel's "increasing aggression and intransigence," which he blamed on U.S. support for Israel.

He spoke in gloomy terms of the Middle East engulfed in war, despair, instability and confrontation.

He reiterated his proposal for the UN peace conference grouping the Security Council's 15-

member states and the Middle Eastern parties most directly involved — Jordan, Syria, Lebanon, Egypt, Israel, and the Palestine Liberation Organisation.

Israel and the U.S. have repeatedly rejected such a conference, fearing it would only serve as an anti-Israeli forum.

In choosing the occasion of the French President's visit as an opportunity once more to criticise the U.S. publicly, King Hussein hopes to emphasise that the Arabs are no longer willing to rely exclusively on Washington to be their pro-Israeli mediator.

He also wants to stress that the converging Arab-European-Soviet consensus on Mid-east peacemaking principles should be promoted as the logical basis for future peace moves,

Inquiry clears S. African oil agencies of corruption

BY JOHN STEWART IN JOHANNESBURG

AN OFFICIAL investigation has found no evidence of corruption or unlawful enrichment by agencies entrusted with South Africa's procurement of crude oil.

Elements of the report, compiled by Mr Justice Piet van der Walt, the Advocate-General, were debated in Parliament yesterday and faced a storm of criticism from the opposition, which hinted that the investigation had not been wide enough.

Speakers said they would continue to campaign for another inquiry.

Although the report says that no irregularities were uncovered, it nonetheless recommends parliamentary control over the funding of oil procurement.

It also recommends that the accounts of procurement agencies be subjected to scrutiny by the Controller and Auditor-General.

This is not the case at present. The report concluded that had there been parliamentary control, "general criticism and gossip" of the kind that led to the investigation would not have been possible.

The inquiry found that, from the report of the auditors of the Strategic Fuel Fund, the principal procurement agency, authority for expenditure on oil was accepted as a "given fact," and that it was never part of the auditors' function to verify contracts and prices.

The Advocate-General's investigation was prompted by documents leaked to the purchases."

Abolition urged of ban on inter-racial sex.

THE politically explosive issue of whether to scrap South Africa's ban on inter-racial sex has been placed before Parliament by a government-appointed committee. Better reports from Cape Town.

The Mixed Marriages Act and Section 16 of the immorality Act are basic elements of the country's Apartheid policy of racial separation. Attempts to remove them appear certain to inflame right-wing whites in Parliament.

The suggestion to remove the ban came in a report tabled by a committee headed by the Deputy Minister of Internal Affairs, Mr Piet Badenhorst.

Progressive Federal Party alleging overpayments for oil, reported to be of the order of R385m (£208m). Mr P. W. Botha, the Prime Minister, had ordered the inquiry.

The report confirms that two international oil dealers had received huge sums of money for arranging oil deliveries to South Africa, but the payments had been negotiated, agreed and authorised by the authority.

It says: "A person or persons with ulterior motives spread half-truths and rumours about South Africa's crude oil purchases."

Beirut shipping, flights resumed

BY JOHN STEWART IN JOHANNESBURG

BEIRUT — Foreign ships began docking at Beirut's port and regular airline flights resumed from the international airport yesterday, after four days of protests by families of civil war hostages had delayed reopening the facility.

The army command proclaimed four major crossings between Christian East and mostly Moslem West Beirut open to two-way traffic yesterday. They were all cleared of burning tyres and barricades set up by the pro-

testors, a communiqué said. Four ships from Europe and Latin America entered Beirut's harbour, carrying cargoes of grain, iron bars, and paper, the port authority stated.

Middle East Airlines, Lebanon's national carrier, announced resumption of regular flights between Beirut, Europe, and the Middle East.

Airline spokesman said their aircraft brought 478 passengers to Beirut and took off with only 30 on Monday. Traffic is expected to increase all this week.

now that the protesters have called off a blockade of all roads leading to the airport.

Meanwhile, police said Libya's kidnapped chief diplomat in Lebanon, Mr Mohammed Al-Fetouri, had been released.

A group calling itself the "Sadr Brigades" telephoned the Libyan embassy soon after Mr Al-Fetouri's abduction on Monday, claimed responsibility, and demanded that all Libyan nationals leave Lebanon within 48 hours.

The inquiry found that, from the report of the auditors of the Strategic Fuel Fund, the principal procurement agency, authority for expenditure on oil was accepted as a "given fact," and that it was never part of the auditors' function to verify contracts and prices.

The results have been impressive. Mr Edgardo Chamorro, the head of Agrinatura, said: "We shall be planting 5,000 manzanas of irrigated maize per year up to the end of the century on the state farms and cooperatives. We shall be the beneficiary of Central America because none of the other countries are investing in agriculture as we are, and they will need our food in the next decade."

Nonetheless, this year some 320m of maize will have to be imported due to production shortfalls. It is also a problem rooted in the agrarian reform.

Eight million manzanas of land are classified as agricultural in Nicaragua, but only 1m manzanas are used for cultivation. The rest is idle or semi-irrigated cattle land.

"The problem is not a shortage of land," said Mr Nunez. "It is one of distribution and one of capital. We need to use our resources of land, seeds, fertilisers and machinery efficiently, and the best way to do that is through the co-operatives."

The state sector is also to play a major role. Using the lands expropriated from the former dictator Anastasio Somoza and his associates in 1979, over 1,200 state farms are now in production. Nicaragua is already self-sufficient in rice due to several major state projects implemented over the past

two years, and cotton, sugar, meat and milk production are all to increase rapidly over the next five years through investment in the state farms and medium farmers on the other.

To understand the Sandinistas' preoccupation with the agrarian reform, one has to understand only one statistic: the 3.5 per cent annual population growth rate. This year's 3m mouths to feed will have become 5m by the year 2000.

"The revolution has tried for four years to convince the small and medium farmer that the revolution is for them, that they see themselves as big farmers in the future and therefore must trust the agrarian reform," said Mr Nunez. "In the meantime we still have to feed the population."

Despite the contra attacks, the co-operatives have become well established. Thirty-five per cent of the basic grain product is planned to come from the co-operatives this year from 30 per cent of the cultivated land in the country. The small and medium farmer by contrast are expected to produce only 25 per cent of the basic grains this year in an area of land, 315,000 manzanas, similar to that of the co-operatives.

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two years, and cotton, sugar, meat and milk production are all to increase rapidly over the next five years through investment in the state farms and medium farmers on the other.

Feminists, however, won two important victories. The court upheld the rights of states to forbid sex discrimination by all male private organisations and it said law firms may not discriminate in promotions on the basis of sex or race.

In several other important cases, the court accepted the arguments of the Administration. It said the Government could curb tourist and business travel to Cuba. It ruled that the Administration need not consider the environmental concerns of the coastal states when offering oil and gas leases for

trial. It ruled that evidence seized illegally could sometimes be used to convict if police believed they were acting properly when they seized it. For the first time it permitted an exception to the rule that police must advise suspects in custody of their right against self-incrimination.

It decided that prisoners have no right of privacy in protecting their possessions against intentional destruction.

The court infuriated civil rights activists by supporting the Administration's fight against job quotas. It ruled that the rights of seniority prevail in firings even though blacks who were hired in "affirmative

action" programmes, are often the first to be laid off.

It permitted Federal immigration official to conduct unannounced raids on factories and businesses to look for illegal aliens. It allowed more flexibility which the administration sought in the application of anti-trust laws.

Civil libertarians have won a case about the future of the Air Force and look into whether similar inefficiencies existed in the army, the navy and the marines. All services have been asked for a written report on how well their

HOW THE MINERS ON STRIKE HAVE BEEN MISLED...

ABOUT THE FUTURE OF THE INDUSTRY.

We are now starting the 18th week of a strike that everybody knows is damaging our industry.

We'd all like the strike to end. So why then is it continuing?

The simple reason is that the men who are striking are doing so because they have been led to believe that the future of their industry is at stake.

But this is not true. It cannot be true.

Coal is potentially a cheaper energy source than oil or gas. And, unlike oil and gas, it will still be around a hundred years from now.

To take advantage of this massive national asset, Britain needs a successful, profitable, and growing coal industry.

Sales of coal have been declining for many years.

But we believe in two to three years time, we can do something that hasn't happened for many years. And that is to get coal sales going up – instead of down.

It must start with reducing the average price of our coal. So that it's cheap enough to sell against the competition. To do so, we must mine more coal from low-cost mines, and less from high-cost mines.

We must stop spending hundreds of millions of pounds a year supporting mines without a future, and put that money instead into our mines that have a future.

We also need to have good men working in our best pits.

This is why it is necessary to close the worst, where we are paying around £90 a tonne to mine coal which we could have difficulty in selling at half that price.

To all the men working in those pits, we promise: If you want to stay in the industry, you will be sure of a job. In most cases, this will be in easy travelling distance – but if you have to move, we will pay the costs involved.

The newer mines will give a better working environment. A better chance to use skills and talents to earn more. It will also give security – because our mines have long projected lives.

That's what we are offering to men who want to stay in the industry.

To men who want to go, the Government is offering even more generous voluntary redundancy than last year.

Remember, over the past three years, not a single miner who has

wanted to stay in the industry has been made to leave.

That is why there is no reason to fear the future.

The Government is providing us with £2 million a day to invest in our industry. No other country in Western Europe is investing so heavily in the future of coal.

We all have every reason to believe in the future of our industry.

However, there is one big BUT.

If we want to sell more coal, we will need many new buyers in British industry and overseas.

But they won't switch to our coal – however good the price – unless they can be sure they can rely on our deliveries.

This strike – not the Coal Board – could butcher the industry.

That's why it is so important that this strike ends soon.

It was called by the miners' leaders. It now needs to be called off by the miners themselves.

NCB

One in a series issued
by the National Coal Board.

WORLD TRADE NEWS

Paul Cheeseright on why Belgium and Zaire still need each other Old friends troubled by debt crisis

TELEPHONE calls from Zaire to Belgium have to be made collect these days. The Zaire telephone authorities owe their counterparts in Belgium some BFr 1.5bn (£19.9m) and there is not much evidence to suggest they will find the hard currency to pay.

Even though a lot of that debt was probably built up by Belgians in Zaire tipping loosely controlled local telephone operators to let the calls go through for nothing, the debt is a niggling reminder of the practical difficulties of keeping the commercial relations between the two countries.

In commercial terms, the old master and the former colony—Independent since 1960—still need each other. This interdependence will be evident when, today, President Mobutu of Zaire lands in Brussels for a working visit to the Belgian Government.

Exports from Zaire to Belgium are, between Belgian sales, Zaire does not want to buy but it cannot pay.

So for the last three years Belgian exports—largely machinery transport equipment

and metal products—have held in the BFr 7.8bn range.

Zairean exports to Belgium, on the other hand, have been slipping in value. This is largely the result of sluggish prices for copper, which remains at the centre of Zairean sales. Exports were BFr 35.9bn in 1981 but in the first 11 months of last year were down to BFr 18.47bn.

But there is another factor. For years Belgium bought around half of Zaire's copper for processing by Hoboken-Oerpeel. The deliveries were pre-financed through Societe Generale des Minerals, but around \$4bn or \$1bn less than four years ago. But if that debt is treated in per capita income terms, then the country is more heavily burdened than, for example, Chile, Costa Rica, Morocco or Sudan.

Of that total, the Belgian share, difficult to assess accurately, is about an eighth—over BFr 20.4bn (£271m). This is split into five ways:

• Over BFr 12bn of bank and Government loans—the two are difficult to divide because of the amount of officially guaranteed export credit.

• Permanent credits at the Zaire central bank, now total BFr 1.5bn.

take prestigious capital projects.

For the moment though Belgium has few competitors. There is no great anxiety to sell in Zaire until Zaire can pay.

The country is undertaking a programme of rationalisation, the price for an International Monetary Fund loan, and both its official and bank debt has been rescheduled. But Zaire is byword for inefficiency and corruption.

The country's total debt is around \$4bn or \$1bn less than four years ago. But if that debt is treated in per capita income terms, then the country is more heavily burdened than, for example, Chile, Costa Rica, Morocco or Sudan.

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Mitsui plans to resume Iran plant construction

BY ROBERT COTTRELL IN TOKYO

MITSUI THE Japanese trading house, plans to resume construction of its war-damaged petrochemical plant at Bandar Khomeini in southern Iran next month.

If work continues without serious disruption because of the Iran-Iraq war, the plant could be on stream in about three-and-a-half years. The plant is a joint venture between a consortium of Japanese companies led by Mitsui, and the Iranian Government's National Petrochemical Company.

Construction was halted in February by Iraqi bombing, but Iran said last week that it would withhold quarterly Y2.8bn (£53m) interest payments due to the Japanese consortium until work resumed.

Japanese officials say that, following the commitment to restart work, the Iranian Government is expected to release an interest payment which fell due at the end of May.

The Petrochemical plant has been much damaged and delayed in recent years by Iran's political turmoil. Basic engineering work began in 1973, but

Doubts raised in Danish car deal

HOPE MOTOR, the Danish manufacturer which claimed last week to have obtained an order for delivery of 226,000 electrical driven cars to the U.S. over the next decade, maintains that the order is completely genuine, writes Hilary Barnes in Copenhagen. Danish trade observers are now sceptical after having had difficulty obtaining information about the American buyers.

"We have signed an agency agreement tied to delivery of a fixed number of cars," said Mr Dan Wildenradt, Hope's marketing manager.

Iran had agreed last July to fund remaining capital expenditure on the project, while the Japanese consortium agreed to defer until 1987 Iran's share of principal repayments on a Y125bn (£388m) project finance loan, money which the consortium had borrowed from Japanese banks, and then lent on to the Iran-Japan Petrochemicals company (Ijpc), the joint-venture company responsible for building and operating the bandar khomeini plant.

The plant had been 85 per cent completed by 1980, but engineers are not yet able to assess the extent of recent bomb damage. The plant, comprising an ethylene production centre and 13 downstream facilities, is now likely to cost in excess of \$4bn, compared with an originally-budgeted figure of \$500m.

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Mr Wildenradt said, however, that Hope has the necessary bank guarantees for delivery of the first 1,000 cars in 1985 and guarantees covering the next 5,000 are on the way.

Korf seeks injunction against Kobe Steel

BY PETER BRUCE

KORF ENGINEERING, the Dusseldorf-based steel plant contractor, is seeking injunctions in the Japanese courts in an effort to stop Kobe Steel, one of Japan's biggest steel producers, building part of a steel works in Iran using technology to which Korf claims an exclusive licence.

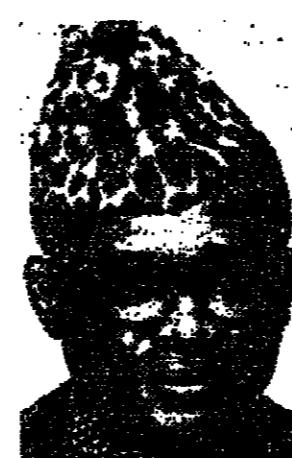
The dispute between Kobe and Korf, a subsidiary of the big Austrian industrial conglomerate, Voest Alpine, centres on a \$182m contract awarded to Kobe in February by the Iranian authorities to build an iron-making complex, using direct reduction technology (which simplifies the production of iron by bypassing the blast furnaces) developed by its U.S. subsidiary, Midrex.

The agreement was signed last week by Mr Albert Schefman, of Miami, Florida, on behalf of a company called Lectra-Matic Automobile, which is now said to be not only officially registered in Florida. It remains unclear who, besides Mr Schefman, is involved in the project to market the Danish

plant at Mobarakeh in central Iran, for nearly six years when Teheran abruptly cut off negotiations earlier this year, claiming that the West German contractor was not negotiating in good faith, and awarded the contract to Kobe, at a substantially lower price than Korf Engineering had been looking for.

Korf responded by applying for injunctions in Zurich, where Germany had set up Midrex International to administer its licence. The Zurich district court granted a provisional injunction on February 14 but lifted it for the Mobarakeh project on May 9 after finding that the Kobe contract had been signed just before the provisional injunction had been issued.

The Zurich ruling did, however, uphold Korf Engineering's right to Midrex direct reduction technology in any other projects that might arise in Iran. But the prospects of new orders from Iran for steel plant in the near future are thought to be remote.



President Mobutu of Zaire visiting Belgium today.

year and actual payments, taking into account past commitment will come to BFr 4.4bn.

To what extent President Mobutu will be interested depends at least in part on how he presses well-known Zairean political sensibilities about the freedom of opposition politicians to speak out in Belgium criticising him and everything he stands for.

Saudi Arabia considers Tornado fighter deal

By Michael Donne, Aerospace Correspondent

SAUDI ARABIA has expressed interest in the possibility of German-Italian Tornado multi-role combat aircraft from the UK, worth over £500m including support costs, but a deal is still some way off completion.

The Saudi interest was first expressed some time ago, but was frustrated because of West German conditions governing the export of military technology. These problems have been resolved in recent months, with a decision that the UK could handle Tornado export queries.

As a result, further talks have been held in recent weeks between British Aerospace and the Saudi Arabian Government. The two are already very close as a result of the substantial military aviation support contracts the Saudi air force granted to BAe over recent years.

It is understood, however, that other aircraft are also being considered, including the French Dassault-Breguet Mirage 2000 and the McDonnell Douglas F-15 and F/A-18 aircraft.

Currently, Saudi preference appears to be for the Tornado.

Spokesmen in both Bonn and Rome yesterday indicated that a deal was possible, but in the UK it was stressed that although there had been discussions, no order was imminent, and that there would have to be much further talking before anything firm emerged.

Fuji co-operation contract secured by Fokker

By Walter Ellis, Amsterdam

FOKKER, the Dutch aerospace group, has succeeded in persuading Fuji Heavy Industries of Japan to co-operate with it in the production of the Fokker 50 short-haul airliner. Fuji will produce tail components, starting with 50 rudders and elevators for delivery in April 1985.

The Fokker contract triumph for Fokker, which has been anxious to secure Japanese participation in both its new projects, the Fokker 100, a jetliner, and the Fokker 100, a regional aircraft.

The Fokker 100, which is due to make its maiden flight next year, will be powered by two Rolls-Royce Tyne jet engines, while the smaller Fokker 50 will use twin, six-bladed engines by Pratt and Whitney.

German helicopters for Swedish army

BY CHRISTIAN TYLER, TRADE EDITOR

MPs SAY they are worried that Britain's Export Credits Guarantee Department, now running its first cash deficit in 30 years, is not doing enough to guard itself against future losses.

The Department's deficit is relatively understood to have been over £100m largely due to the developing world's debt crisis, and is expected to go on rising until the 1985-86 financial year.

In its latest report on the ECGD, published yesterday, the Commons public accounts committee questions whether the Department's general provision against country default is realistic.

For 1982-83, the Department

set aside £14.6m against future non-payment of trade debts due to foreign exchange delays. But its exposure in "risky" markets amounted to £16.26bn last December, over half its total exposure.

Noting that the clearing banks had apparently substantially increased their provisions for sovereign debt, the committee says it is "not convinced" that the ECGD's is adequate.

It expresses concern about the high and rising proportion of insurance written on risky markets, and says the Department should not relax efforts to improve its assessment of country, or "political" risk.

It also voices concern about the deficit with the Consolidated Fund, observing that

most of the ECGD's assets are overseas, in the form of money owing.

"We trust that ECGD's confidence in these debts will cover the interest arising on Consolidated Fund drawings and will not prove to have been misplaced," the report says.

In order to ensure Parliamentary control over ECGD expenditure, the committee says, direct recourse to the Fund should be avoided and the finance sought through the annual and supplementary estimates.

Lastly, the committee says there should be "no further delay" in setting up with the Treasury proposed methods of measuring the ECGD's current financial performance and managerial efficiency.

The ECGD's deficit may be climbing even more rapidly than predicted at the time the committee heard evidence in February. That is because of stalled negotiations between Nigeria and the IMF to re-finance Nigeria's trade arrears.

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The conclusion of the deal brings to a favourable end for MBB years of competition with the French Ecuzeil helicopter for the order.

The Department would not comment yesterday on specific progress made towards meeting the MPs' criticisms, nor would it reveal the size of its cash deficit. A fuller picture will emerge with publication of the 1983-84 trading results next month.

BL wins small gain from Spain on car shipments

By KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

AUSTIN ROVER has won a small increase in the number of cars it can export to Spain at a reduced rate since the concordat year. The deal of the year has caused the break-up of its relationship with the state-owned Seat company.

Austin Rover's car sales in Spain in 1983-84 rose by about 50 per cent to around 3,000. The UK company believes this illustrates the potential for its cars if the Spanish duty barriers were reduced. Without the barriers Austin Rover estimates it could sell at least 10,000 cars a year in Spain.

Cars imported to Spain attract a duty of 36.7 per cent while Spanish cars entering the Common Market pay only 4.4 per cent. Pressure from the UK Government was mainly responsible for the Spanish agreeing to a quota of 15,000 cars from EEC countries which could be imported at reduced rates in the year from July 1, 1983.

Spanish authorities have decided to roll forward the quota for another year even though the British pressure had not improved.

Austin Rover benefited from last year's quota to the extent of being able to import 1,997 cars into Spain during 1983-84 at reduced levels of 19 per cent and 25 per cent.

The company's extra allocation for 1984-85 is only 243 cars, most of them in the 1275-1600cc category, which qualifies for the 19 per cent duty rate.

An Austin Rover spokesman described the allocation as "derisory and unhelpful". The company feels it should have been allocated at least 600 more cars—the number allocated in 1983-84 to Ford of Britain and British Motor in Britain—but not taken up.

The Spanish authorities apparently split the total allocation of 15,000 cars equally between the Community and the rest of the EEC.

MPs query ECGD on debt crisis safeguards

BY CHRISTIAN TYLER, TRADE EDITOR

MPs SAY they are worried that Britain's Export Credits Guarantee Department, now running its first cash deficit in 30 years, is not doing enough to guard itself against future losses.

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Tax not avoided by the sale of documents

BY YOUNG v PHILLIPS (INSPECTOR OF TAXES) Chancery Division: Mr Justice Nicholls: July 4 1984

RENUCCEABLE LETTERS of allotment of shares are situated in the UK if the rights arising under them are

UK NEWS

RTZ buys up further 15.1% of Enterprise

BY IAN HARGREAVES

RIO TINTO-ZINC, the mining and minerals group, yesterday picked up an additional 15.1 per cent of the newly-privatised Enterprise Oil, paying a lower price per share than in its dawn raid on Enterprise last week.

RTZ, which now owns 29.8 per cent of Enterprise, paid 101p each for 32m partly-paid Enterprise shares. This compares with the 105p paid in the dawn raid for 4.7 per cent of Enterprise and the 100p at which it obtained its initial 10 per cent stake in the Government's auction two weeks ago.

Mr William Bell, Enterprise chairman, will meet Sir Alistair Frame, the chief executive of RTZ, this afternoon to discuss the implications of the RTZ shareholding.

RTZ was tight-lipped about its plans last night, saying only that it did not intend to acquire any further ordinary shares in Enterprise in the foreseeable future.

If it did so it would be required under City of London takeover rules to make a bid for the entire company, knowing that the Government, knowing that the Government,

ment would then certainly use its golden share to prevent it taking active control.

RTZ said it noted the Government's desire to see Enterprise remain an independent company at this stage of its development. The strength and support RTZ can provide to the independent management of Enterprise Oil will benefit all the company's shareholders.

RTZ looks forward to a constructive relationship with Enterprise Oil," it said.

One immediate issue to arise is the question of RTZ representation on the Enterprise Board, which Enterprise will resist on the grounds that it will create conflict of interest.

But the substantive issue which Sir Alistair and Mr Bell must start to address is whether some combination of assets of RTZ Oil and Gas, and Enterprise, perhaps in tandem with other deals involving RTZ's North Sea partners, can be made to make practical sense in terms of the tax and production profile of each company, knowing that the Government,

Scargill prepared to defy High Court

By John Lloyd

MR ARTHUR SCARGILL, president of the National Union of Miners' Workers (NUM), said yesterday that a special union conference would be held today even if banned by the High Court.

Sir Robert Megarry, vice-chairman of the High Court, said yesterday he would consider a ban if an area council meeting of the union in Nottinghamshire, scheduled for last Monday but disrupted by pickets, failed to take place by 3pm yesterday. The deadline passed without such a meeting.

The area council is dominated by miners who have continued to work during the pit strikes.

The special two-day conference called by the union's national executive is expected to endorse a hard-line resolution agreed unanimously by the executive. The resolution makes it clear that the union's leadership is not prepared to move publicly in its complete opposition to pits being closed for economic reasons. Mr Scargill said yesterday that the National Coal Board

I was now running scared.

Four charged with kidnapping exiled Nigerian politician

BY ANDREW TAYLOR AND QUENTIN PEEL

THREE ISRAELI nationals and a Nigerian diplomat will appear at Lambeth Magistrates Court in London this morning charged with offences relating to the abduction of Alhaji Umaru Dikko, a fugitive Nigerian politician.

Detectives at New Scotland Yard described the four as Mohammed Yusufi, a 40-year-old diplomat of Muslim, Lagos, Nigeria; Alexander Barak, 27, an Israeli businessman of Brenner St, Netanya, Israel; Lev-Arie Shapiro, a 43-year-old Israeli doctor, of Pinkas St, Petach-Tikva, Israel; and Felix Messoud Abutub, a 31-year-old shopkeeper of Harav Kook, Netanya, Israel.

They are charged with stealing and unlawfully taking away against his will Alhaji Umaru Dikko from Porchester Terrace, London, on July 4.

The four are additionally charged with unlawfully administering to Dikko four stupefying drugs with intent to enable themselves and others to commit an indictable offence of kidnapping.

Although Mohammed Yusufi is described as a diplomat, he is not on the diplomatic list of the Nigerian High Commission in London, and therefore does not enjoy any

diplomatic status in London under the Geneva convention, according to British officials.

Earlier Maj Gen Haldu Hananya, the Nigerian High Commissioner, had a further meeting with Sir Anthony Acland, Permanent Under Secretary at the Foreign Office, but officials refused to confirm or deny whether he had given an answer to Britain's request to interview a number of London-based Nigerian diplomats.

Sir Anthony had asked for a very early reply to the request, which does not require any formal waiver of diplomatic immunity. Only if charges were to be pressed against the diplomats would the Nigerian Government have to be asked for such a waiver.

Although the Nigerian Government appears to be seeking to play down the whole Dikko affair, in which it denies any involvement, the Nigerian media has published strongly anti-British commentaries.

The government-owned Daily Times newspaper said it would be hard for Britain to convince Nigerians of its friendship while harbouring exiles threatening war against the country.

Thatcher brake on council spending

By Peter Riddell, Political Editor

TIGHT CURBS on local authority expenditure in the present financial year will be announced by the Government within the next 10 days after discussions last night by a Cabinet committee chaired by Mrs Margaret Thatcher, Prime Minister.

This follows overspending in the financial year which ended last March and signs of a substantial overshoot over target levels in the current 1984/85 financial year.

Proposals for a moratorium on a wide range of local authority capital spending projects have been proposed to ministers.

There is no question, however, of any mini-budget such as the general cash limit squeeze announced last July, but the Treasury is pressing for tough action specifically against local authority overspending.

The main debate is about how far such action should be selective rather than a general moratorium in view of the controversy provoked by 1980 curbs upon housing capital projects.

Tory MPs criticise Government over Fontainebleau deal

BY PETER RIDDELL, POLITICAL EDITOR

THE GOVERNMENT yesterday faced strong criticism from a House of Commons committee of MPs over the EEC budget deal agreed at Fontainebleau, France, a fortnight ago.

The criticisms, from the Treasury and Civil Service committee, came a few hours before a Commons debate on the EEC when Sir Geoffrey Howe, the Foreign Secretary, was forced to the defensive by Labour and some vocal Tory back-benchers.

The committee, on which the Tories are in a 7-4 majority, argued that the Fontainebleau agreement "cannot be regarded as proffering a lasting solution" in the absence of agreement on budgetary discipline and effective controls on agricultural spending.

The Foreign Secretary claimed that a fundamental change had occurred in attitudes in the EEC. He argued that the new budgetary system would be a lasting one and could not be changed without the approval of the British Government and Parliament.

Sir Geoffrey claimed that important progress had been made in reforming the Common Agricultural Policy. He said that "more tough measures on cereal prices, on wine and on olive oil will have to follow."

Sea trade shifts to ports on east coast

BY DAVID BRINDLE, INDUSTRIAL STAFF

THE PATTERN and nature of Britain's seaborne trade has changed since the UK's last national dock strike in 1972.

There has been a shift of emphasis from the ports on the west coast to those on the east coast and in the Channel area.

This shift has been concurrent with - and has to a great extent produced - a growth in the importance of ports not included in the statutory dock labour scheme and, therefore, not certain to back a strike over the scheme.

However, the significance of these changes should not be overestimated. Of Britain's top 10 ports (measured in terms of the volume of non-fuel foreign trade last year) only three are non-scheme.

Further, the changes in the pattern of trade were to a considerable degree already evident in 1972 and did not substantially weaken the effect of the dockers' action.

Employers, therefore, are not convinced by arguments that developments in the ports in the past 12 years spell automatic defeat for the dockers. Rather, their view is that while Britain's trade will not be strangled, it will be struggling for breath in the event of a lengthy stoppage.

The most recent comprehensive study of the ports industry was carried out for the British Ports Association by Mr Philip Oxley and Mr Tom Hannan of the Centre for Transport Studies at Cranfield Institute of Technology. It was published in 1982.

This study of the period from 1965 to 1980 pointed out the three essential changes in British seaborne trade that lay at the root of the west-east and scheme/non-scheme shifts in the ports:

• A steep increase in "unitisation" of cargo, chiefly through the use of containers and roll-on/roll-off ferries.

Crucial test, Page 11

ries. It was estimated that 80 per cent of general cargo and 12 per cent of semi-bulk shipments were unified by 1980.

• A move away from deep-sea trade with the British Commonwealth to trade with the rest of Europe. In 1965, 55 per cent of foreign trade was with the Commonwealth and 13.5 per cent with near-sea countries. In 1980, the proportions were 41 per cent and 30 per cent respectively.

• An increase in "one-port" traffic, which represented the largest proportionate growth of any sector of trade and which was accounted for almost entirely by North Sea oil shipments into port from the oilfields.

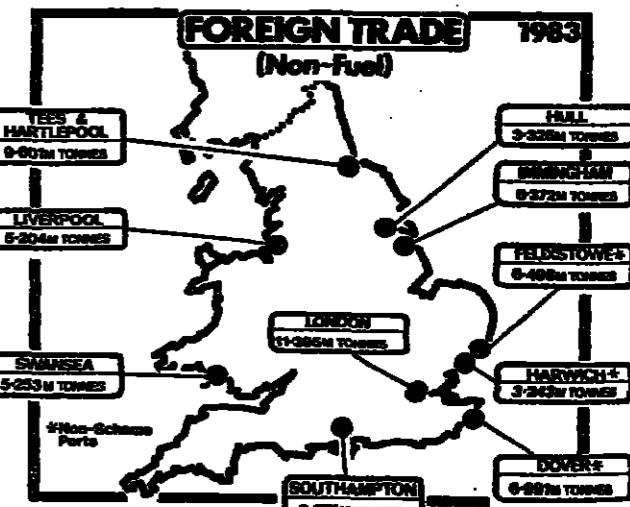
Taken together, these factors brought business to ports of the South-east and South-west of England, Yorkshire and Humberside, the east coast of Scotland and, especially, East Anglia including the Wash. They took trade away from ports in Wales, the North-west of England and the west coast of Scotland.

The first two of these trends were, however, already clear in 1972. Container ships dominated the Atlantic trade, had made big inroads on the Far East routes and had started to appear on Australian runs. Commonwealth trade was falling.

The impact on dock labour was also already apparent by 1972. The number of registered dockers fell from 62,000 in 1966 to 45,500 in 1971.

Employers, drawing comparisons yesterday between 1972 and 1984 were of the view that the ports industry remained today only slightly less vulnerable to a solid strike by scheme port dockers. Much, it was felt, would depend on whether Felixstowe and Harwich men, on the east coast, stayed at work.

Crucial test, Page 11



Lloyd's will not extend deadlines on audit

BY JOHN MOORE, CITY CORRESPONDENT

LLOYD'S underwriting members seeking to recover more than £28m of their missing funds will not be granted a further extension to meet Lloyd's audit deadlines, Mr Ian Hay Davison, the market's chief executive said yesterday.

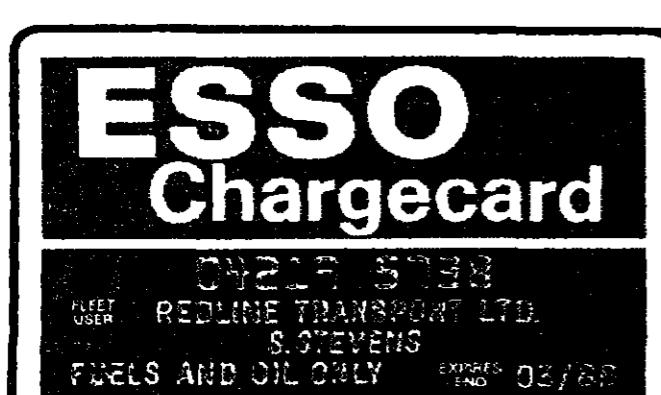
He stated Lloyd's position as a group of Lloyd's members are seeking an extension on the deadline for Lloyd's solvency test, which has been set for July 21. So far the members have been given a seven-week extension on the solvency deadline to consider plans in which over £28m of their money will be eventually returned to them.

The plans form part of an "offer" by Minet Holdings, and Alexander & Alexander Services, in which the

members are to receive funds which have been allegedly misappropriated by former executives of the Minet Holdings group.

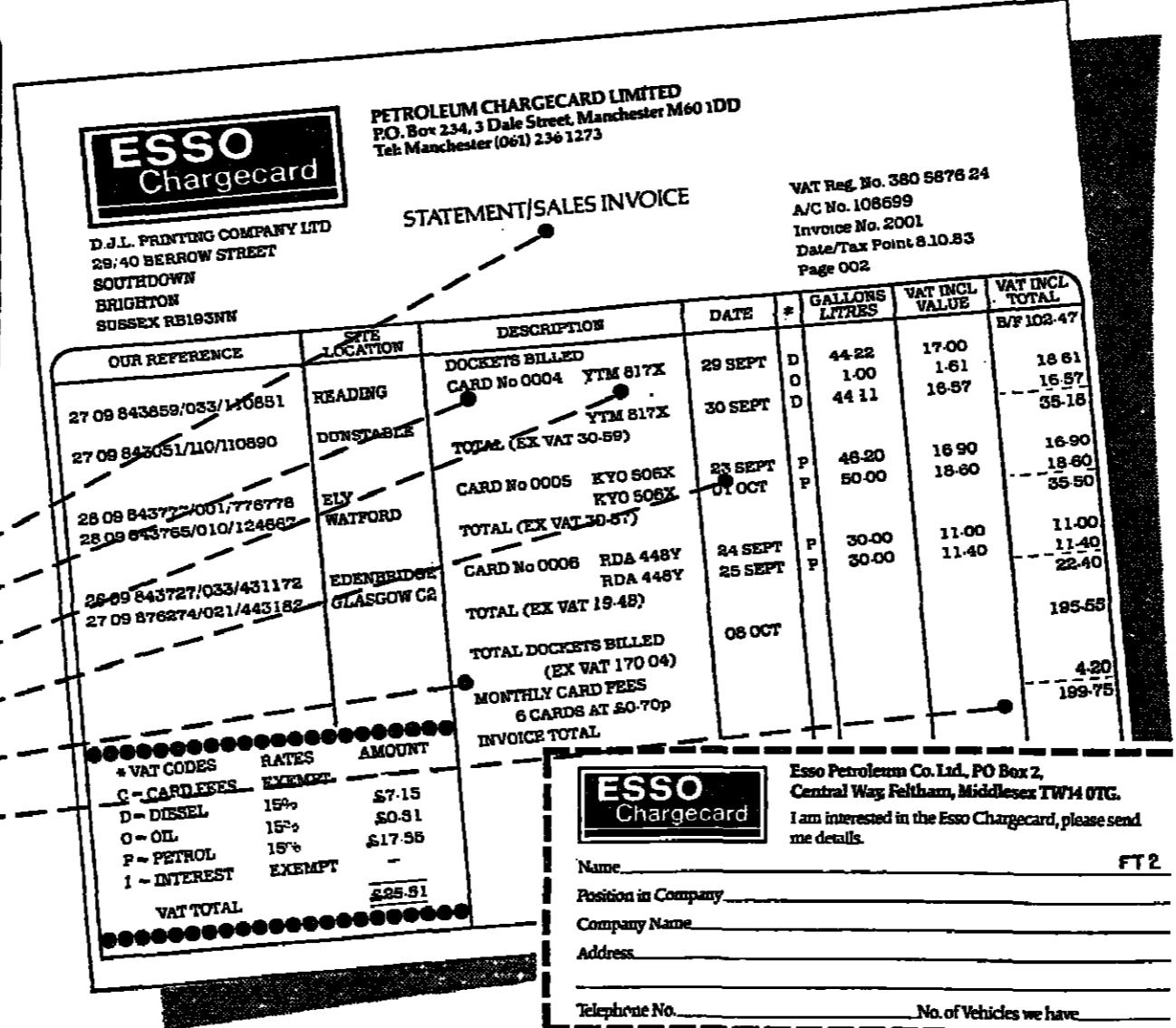
More than 1,000 underwriting members, whose funds have been allegedly misappropriated, face losses through trading in Lloyd's of £27m, and are relying on the recovery of the missing money to meet underwriting losses.

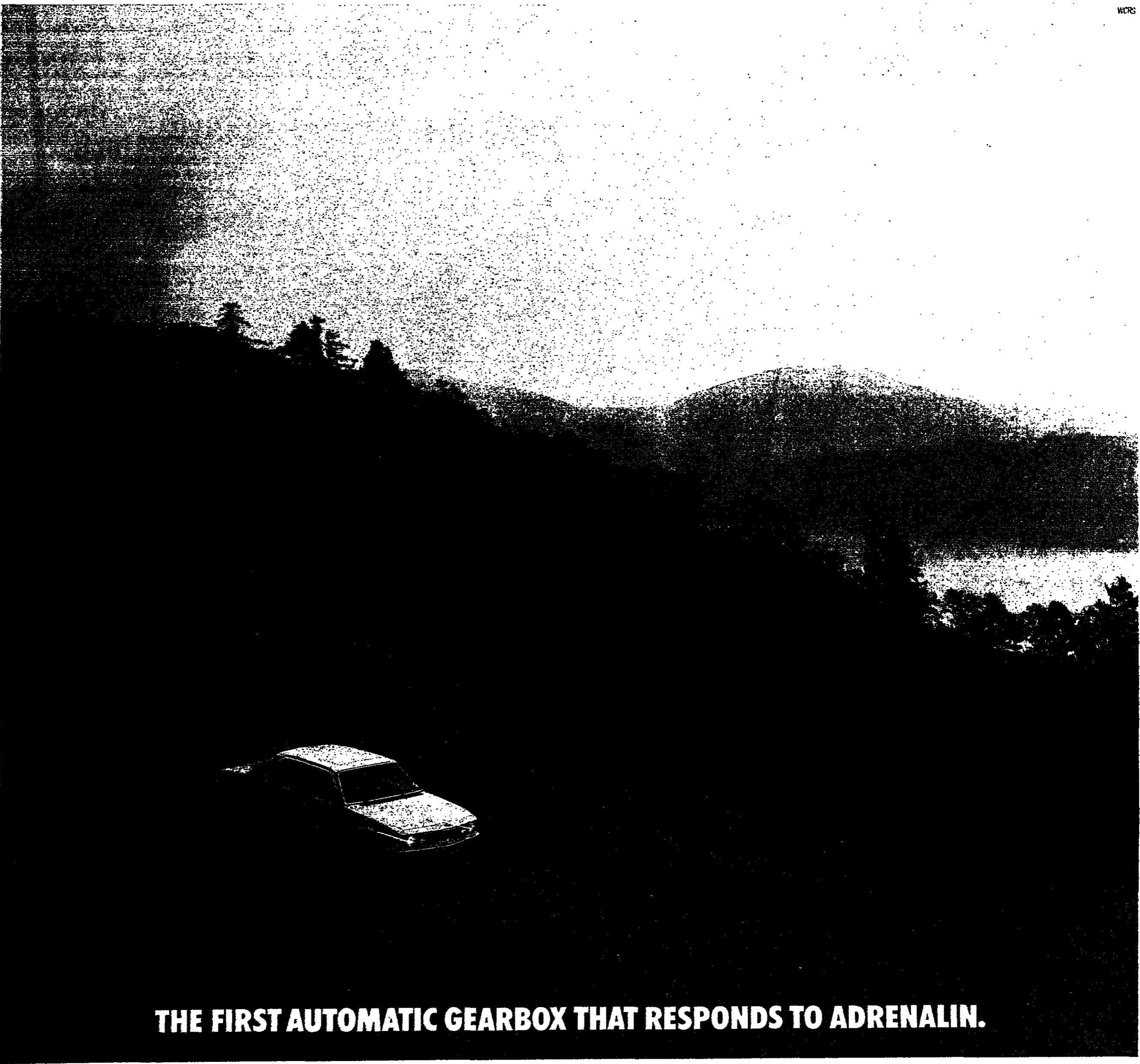
Lloyd's solvency test is looming. In that test underwriting members have to satisfy Lloyd's that they have sufficient funds to meet the underwriting losses. Individual members of Lloyd's, affected by the latest problem, face losses of up to £250,000 each.



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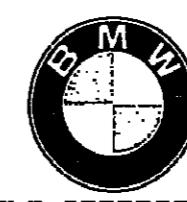
Indeed, BMW are so enamoured with certain advantages of a manual, they've incorporated them in this new automatic.

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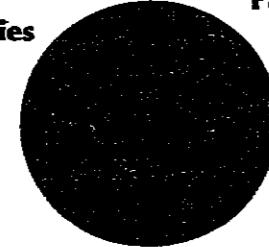
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by Philippe Lemaitre and

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FOR THE BUSINESSMAN

WORKING FOR U.S. COMPANIES

The Yumpy and Pumpy corporate credo

The 100 Best Companies to Work for in America
by Robert Levering, Milton Moskowitz and Michael Katz Addison Wesley Publishing Co. \$17.95. 372 pages

IF THE technology of extruded pet foods turns you on, go to work for Ralston Purina. "It's on the cutting edge." If, on the other hand, you would be more excited by the prospect of the best free lunch in Milwaukee, then the Northwestern Mutual Life Insurance Company is the employer for you. It boasts a four star office canteen.

These are among the many gems to be found in *The 100 Best Companies to Work for in America*, which is really nothing more than a marvellous collection of business trivs. It won't be much help to job hunters, since it is more concerned with fashionable matters of corporate culture than with humdrum details about pension arrangements or salary structures. Instead, it gives a sense of the family values of successful American businesses.

First it shows how they would like to be seen by potential employees. And then the book also suggests how such companies are in turn likely to be valued by the YUMPYs among upwardly mobile persons, and perhaps even the PUMPYs (potentially upwardly mobile persons) at whom the authors are presumably aiming. One rather terrible example of all this is the corporate credo. It seems that hosts of

U.S. companies feel obliged to string together a list of eye wateringly awful platitudes — of the "We believe in the dignity of the individual" type — in order to inspire and guide their workforce. Appie, Borg Warner, Dana Corporation, Marion Labs and Rola Corporation are among the many other otherwise rationales organisations which engage in this practice.

Another feature of the number of attractive employers dominated by an individual or a family, such as Control Data, Trammell Crow or Atlantic Richfield. And it is not only this category of company which emphasises the family values of

the organisation.

**Strong emphasis
on team spirit**

According to the authors, the first characteristic of a good employer besides the pay and benefits offered is that it "Makes people feel that they are part of a team or, in some cases, a family."

A number of companies go further than this in their bid to capture the hearts of their workforce. A former President of Armstrong World Industries, the giant flooring and furniture manufacturer, admits that his company "is not to submerge the individual personality and develop the corporate personality." Or, in the words of McDonald's (which actually does not make the top 100 because of the way it treats its low paid workers)

"First you have to get McDonaldised. They take all the blood out of your veins and put ketchup on them."

It all sounds rather like those popular books on Japanese management which jam the discount book stores. Unsurprisingly, Nissan Motor is the one foreign-owned company on the list.

For the British reader, it is

revealing that the authors pay almost no attention to the holiday allowances on offer. U.S. companies are notoriously mean about time off: at Erie Insurance, for one, you have to work for 10 years before you qualify for a three-week annual vacation and you have to work in Erie, Pa. Amazingly, it still gets 200 job applications a month.

THE TOP TEN COMPANIES

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Trammell Crow
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IBM
Hewlett-Packard
IRL
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Northwestern Mutual Life
Time Inc.

288 pages

Alas, no magic answers

Supermanaging
by Arnold Brown and Edith Weiner, McGraw Hill, £14.75.

THIS is one of those peculiarly American books which promises so much, but delivers disappointingly little.

Its subtitle — *How to Harness Organisational Strength* — is intriguing if not ambitious. Sadly, but perhaps predictably, the authors are not going to find here any magic answers to the problem of how to deal with what the authors call the present "tidal wave of change."

Rather he or she is treated to a quick run through the way American society is changing, peppered with more or less interesting examples culled from a range of magazines and newspapers.

The basic message of the book is elaborated so often that eventually it encourages a certain ennui. It is, in essence, that today's manager cannot afford to take anything for granted and must start from the assumption that everything is in flux.

The book is written in the best Dale Carnegie "anything is possible if you only have the will" style of so many of these books. But the problem is that constant diagnosis of problems is no substitute for solutions.

The book's 30 chapters embrace everything from the growth of locomotive technologies (biomechanics, computers, communications and materials science) to interdependence (dynamic systems have complicated feedback loops).

Each chapter is neatly broken up into sections with "read me" headlines (Let It All Hang Out, Intergenerational Conflict, The System is the Problem, etc). Presumably this makes it easier to dip in and out of the book. Unfortunately, it also means that none of the vast range of issues is treated in much depth.

More seriously there are disappointingly few examples of how other managers have managed change. Unlike, say, *In Search of Excellence*, there are comparatively few examples of people or companies who have coped with rapid change well (or badly). That would have been interesting.

DAVID BELL

Two strands have emerged from the Group's studies. One is that there are opportunities to improve board level effectiveness. The other is that there are challenges to the way in which business entities operate in society, and consequently there is a need to rethink the underlying conceptual framework.

The book successfully manages to clear away some of the conceptual fog by classifying companies into four realms all of which have been recognised by company law.

Four types emerge, starting with the proprietary company (dubbed PTC) which is identified with a particular individual or, perhaps more, family. A private company (PTE) is rather more highly structured, with a clear division between ownership and management.

The public company (PLC) is the familiar type of enterprise with substantial outside investment. There is also the subordinate (SUB) company

where power devolves to an ultimate parent, perhaps

through several layers of legal ownership.

Bob Tricker argues, rightly, that such distinct types of enterprise should not be treated so similarly under the law. For instance, parent companies should not be allowed to exploit the limited liability of their subsidiaries (in practice, of course, they run into serious difficulties when they try to do so).

His recommendations on governance, however, are much less easy to accept. Thus he argues that PLCs should have governing bodies of independent governors who would relate in a rather complex way to the boards of directors and the management.

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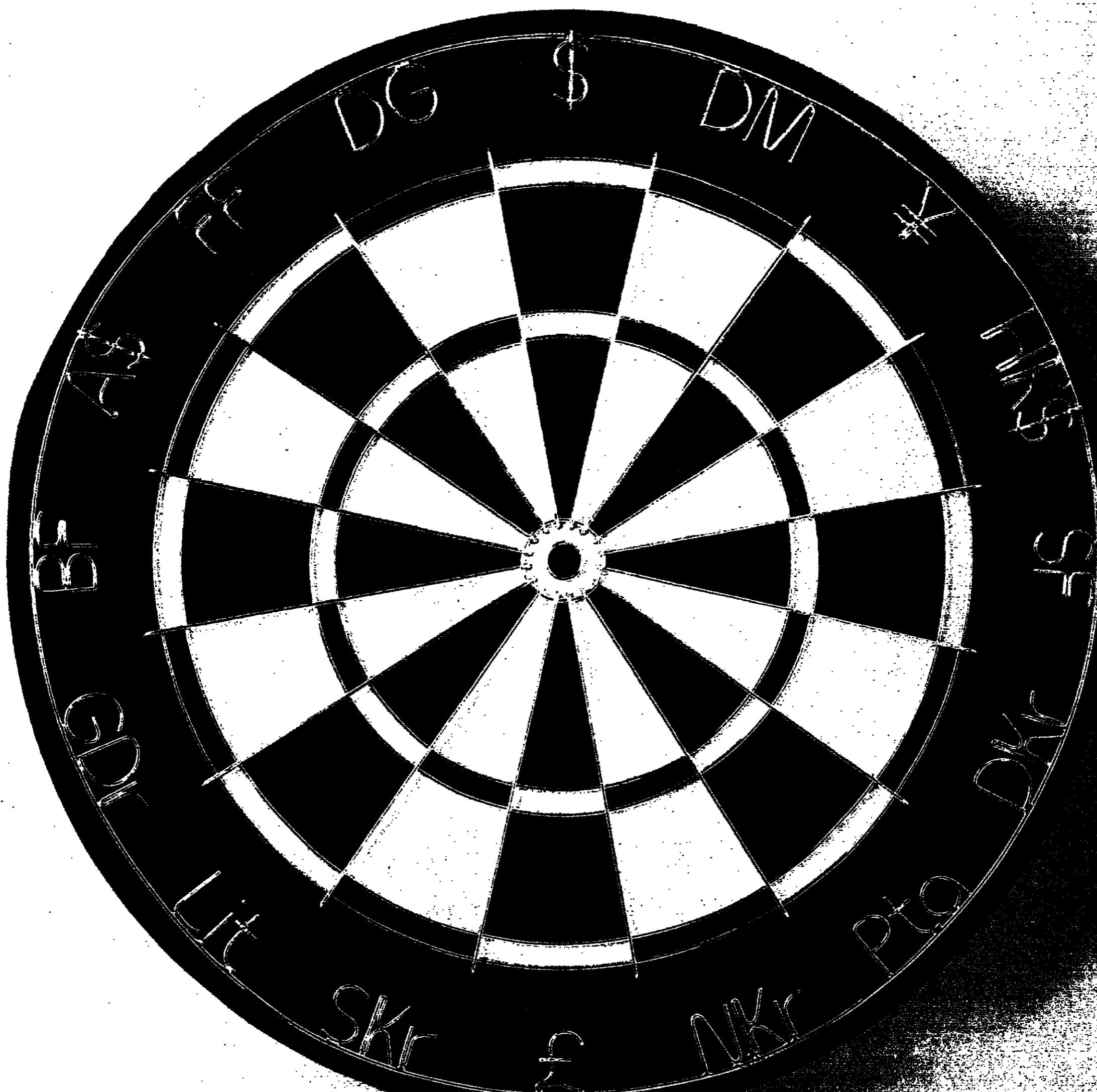
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Bank of America

THE MANAGEMENT PAGE

EDITED BY CHRISTOPHER LORENZ

The biscuit market

Nabisco: aiming to tickle the UK palate

Carla Rapoport reports on the reshaping of Huntley & Palmer

A STUDENT of 1930s architecture would revel in the old Huntley & Palmer building on Kings Road in Reading but John Greeniaus, chief executive of Nabisco UK, which now runs the old H & P business, hates it.

"All those long, tall corridors and closed doors," he says with distaste. "Nabisco will be moving from it over the next few years on a roof-to-cellular refurbishment of the old Reading building."

Greeniaus, a 38-year-old Canadian, has much more on his mind than breaking down the cold, formal atmosphere of his head office. Within the next eight months or so, Greeniaus aims to take on the UK biscuit market in a manner that promises to create more excitement than the solid biscuit manufacturing industry has seen for decades.

"We've got to take the fundamental initiative to create a more interesting product, not just another plain old biscuit. Something richer, something exotic, something that will tempt consumers. I've got to believe the UK is ready for it," says Greeniaus.

The exotic new product should be ready for sale by early next year. It is most likely to be a cake-like biscuit along the lines of the new chewy cookies launched with so much fanfare in America recently by companies such as Duncan Hines, part of Procter and Gamble, Nabisco and Keebler, a subsidiary of Britain's United Biscuits.

The American battles in the cookie market have produced some encouraging results for some of the participants, including Nabisco and Keebler. But as one UK retailer recently put it: "Americans will eat anything."

Even so, Greeniaus' plan to launch a chewy biscuit in the UK has the full support of his new chairman, Basil Collins, formerly group managing director at Cadbury Schweppes. But Greeniaus says he still has more prizing to do. Nabisco's Canadian subsidiary, he points out, has a larger turnover than the UK operation, with just 6,000 employees. Nabisco UK currently employs 14,000. Fur-

ther reductions, however, will be met largely through natural wastage, he says.

"The productivity gap between us and United Biscuits is still enough to be concerned about. From an operations point of view, UB has been brilliant and I take my hat off to (Sir) Hector Laing on that," he says. "But I think there has been an over-emphasis on efficiency in this market. There isn't the technology of biscuits. Biscuits in the U.S. cost 20 to 30 pence more per kilo. We have a hypothesis that the consumer will be willing to try a more interesting high quality product," says Greeniaus.

At this point he gets almost heated. "You hear a lot of talk about the concentration of power in the hands of the retailer. But it's not the big, bad retailer that is hurting us. We (the manufacturers) simply left them a void. We stopped innovating," he says.

The workforce was reduced by 24 per cent, with the loss of 4,300 jobs. The 25 factories operated by the two groups were cut back to 17, distribution depots from 24 to 26, and three salesforces merged into one.

Product rationalisation reached into the production portfolio as well, with 150 different biscuits eliminated.

All this activity has had a smart effect on the group's profits. In a statement to be released next week, Nabisco will be pleased to note that the newly merged group has lifted trading profits by more than 50 per cent, from £14.8m in 1982 (Nabisco's £13.9m plus H & P's £0.9m) to £22.6m in 1983 on sales of £88.8m. In the biscuit arena, trading profits leaped from £2.2m to £5.4m on sales of around £50m, while the group's merged snacks businesses pushed profits from £10m to £17m on sales of £174m.

This year will bring another "sizeable" increase in profits, according to Collins. But Greeniaus says he still has more prizing to do. Nabisco insists it will spend the full amount within five years as promised.

On advertising, spending jumped from £13m to £20m this year and will increase substantially next year.

With around 18 per cent of the biscuit market, compared



Hugh Routledge

The perils of a declining market and a narrow base

"IT IS incredible that the last word of invention should date thirty years back... in no other trade can this policy hold," harrumphed the firm of valuers Wheatley & Kirk Price, which Huntley & Palmer had called in to value their assets.

That was back in 1965. "We look forward," stated Wheatley Kirk Price, "to seeing a new complete factory in which, for all ordinary biscuits, the operations will be automatic..."

According to T. A. B. Corley's book, Quaker Enterprise in Biscuits, the first automatic machines for standard types of biscuits did not arrive in Reading until 1938. H & P had been in business for more than a hundred years by then, but it had yet to learn the value of investing in its core business in order to keep abreast of technological innovation.

The story repeats itself at other points in H & P's history. In 1955, H & P opened a brand new factory in Huyton, east of Liverpool. A factory on a greenfield site might have presented an opportunity for experimenting with further technological improvements," Corley tactfully suggests.

"In fact, this did not happen," the author states. The whole of the initial plant at Huyton showed little improvement over what was already there. "You can say that again," says John Evans, Nabisco's group operating officer who assisted in the closure of the Huyton factory last year. "It looked like they had the money for the building, but not for the equipment inside," he says.

Dr Keith Bright, former chief executive of H & P then Associated Biscuits) from 1977 to 1982, agrees that Huyton should have been closed long before 1983.

Gordon Palmer, the former chairman of H & P, says comments about undue family control of the Board are "utter nonsense." "Keith Bright had a completely free hand to run the business," says Palmer. He does add, however, that a charge of underinvestment in the business is very fair comment.

"We didn't do it deliberately," says Palmer. "But it is true that we did not generate enough money to reinvest in new and modern technology. To this extent, we were outbid by United Biscuits," he says.

Raymond Monbiot, brought in by Keith Bright to run the biscuit division, now chairman of Campbell's UK, says: "In 1963, Associated Biscuits (H & P) and United Biscuits were about equal in the marketplace. UB appointed a king (Hector Laing) who drove the company down the road of high production and strong branding. Huntley & Palmer had no driving force, there was no single driving force in that family."

For all that, it was the Bright regime that decided to embark on an aggressive acquisition campaign in the late 1970s which further stretched the group's resources away from its core business.

Bright's explanation today—accepting that some of these acquisitions were made swiftly—is that AB was under threat of an unwelcome bid from Northern Foods around 1978. "There was a need to expand the base of the business," says Bright.

Between 1978 and 1982, biscuit prices fell in real terms by more than 16 per cent while demand remained flatter than a pancake. H & P badly pinched by relatively high production costs, attempted to rationalise and cut back on advertising. When the Nabisco bid arrived in early 1982, Bright thought the company had a reasonable chance of remaining independent.

Those chances were dashed, he says, when he received the revised accounts for OP Chocolates, a Welsh-based subsidiary. Profits of £1m had melted into losses of £1m and that £2m swing, Bright says, spelled the end of H & P's defence.

"Yes, it would have been highly desirable to invest in the business (during the 1970s), but it was a single, narrowly-based company in a declining market," says Palmer. He does add, however, that a charge of underinvestment in the business is very fair comment.

Management abstracts

Participate—but with caution. R. J. Boyle in Harvard Business Review (U.S.), Jan/Feb 84

A divisional manager of Honeywell Inc tells how the company tried to move from a heavy authoritarian style, when lavatory doors were removed to discourage private reading in company time, to a participative style, describes how the participative style spawned an uncontrolled proliferation of committees and task teams, and how the company has now moved gradually to a better balance—but with participation still holding the upper hand.

The break-up of computer service departments. C. J. Rowe in Industrial Management and Data Systems, (UK), Jan/Feb 84

Speculates on the effects of the growing use of micros on the role and future of centralised computer services departments, particularly in larger organisations. Predicts that the trend towards using micros as managerial tools will accelerate as the "break-up" of central data processing departments, with staff being dispersed throughout organisations to act as counsellors to line managers. Concludes that computer services may represent the last rise and fall of any branch of management!

The sales function in banking. J. Cheeze in The International Journal of Bank Marketing (UK), Vol 1 No 2

Reviews the acceptance of selling as the introduction of sales management and the clearing banks; claims that erosion of revenue, due to increased competition, has forced a radical rethink in arriving at an effectively organised and managed sales effort.

In-store video. P. James in International Journal of Micrographics and Video Technology, (UK), Vol 2 No 4

Describes the use of video for in-store product demonstrations, giving details of both random access—where customers select the particular product to be shown, and continuous—where a set video is replayed continuously. Gives some idea of the likely costs involved and suggests that return on investment can be high—but warns that projects must be presented professionally.

These abstracts are condensed from the abstracting journals published by Anbar Management Publications. Licensed copies of the original articles may be obtained at £3 each (including VAT and p and p; each with order) from Anbar, PO Box 23, Wembley HA9 8DJ.

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TECHNOLOGY

PHILIPS AND SIEMENS COLLABORATE ON MICRO CHIPS

European adventurers in the sub-micron world

BY WALTER ELLIS IN AMSTERDAM

THE INCREDIBLE shrinking world of sub-micron technology is expanding rapidly. To borrow from Professor Parkinson, integrated circuits (ICs) are contracting to fill the space available.

The fact is that whichever company first comes up with a commercial micro-chip on which the components are spaced one thousandth of a millimetre (one micron) or less apart stands to make a fortune. Present-day ICs, miraculous and minute though they are, cannot carry the amount of information which electronic systems designers ideally would like to put into them, and the race is on to put more into less.

Philips of The Netherlands and Siemens of West Germany Europe's two largest electronic groups are hoping to set up an advanced research and development centre in Eindhoven, funded by the two companies with help from their respective governments, in pursuit of the mini-micro-chip.

No details of the cost have been released. Both companies remain cagey about the amounts involved, but negotiations are underway with the economic ministries in The Hague and Bonn, and it is understood that some hundreds of millions of guilders are at stake.

The importance of the project can perhaps be measured by the fact that a decision by the Dutch government is likely to be taken in the context of the 1985 Netherlands budget, now under consideration. The Philips-Siemens joint centre, which would engage in fundamental as well as applied research, would be equipped with the latest computer-aided design equipment and would recruit a team of highly-qualified specialists able to construct their own theories and strategies right at the edge of known technology.

Sub-micron technology presents problems of scale that have yet to be overcome. Existing silicon chips have been refined steadily over the past 10 years. The difficulty now is that further improvement is impossible due to structural weaknesses inherent in the materials used. Philips uses the analogy of water being run through a pipe. When the pipe

is wide, the water flows freely. The smaller the diameter of the pipe, the more pressure has to be applied to the water to maintain the flow. Beyond a certain point, however, the pipe takes on the characteristics of a capillary through the walls of which water seeps and diffuses so that precise control of the flow is lost.

In the case of an integrated circuit, the smaller the "pipe" or channel, the greater is the resistance. The flow of electrons, which has to be precise to be useful, becomes random. Researchers face the challenge of coming up with new materials having a much lower specific resistance, so that instructions to the chip are again carried out to the letter. They also have to deal with material handling problems and material ageing. Nothing is simple and nothing is obvious.

What is being sought is a new carrier that will hold a greater number of components per chip and permit minimally small connection lines. The benefits should be greater system complexity in a smaller space and, in manufacturing terms, cost reductions leading to economies of scale.

Philips and Siemens are preparing a feasibility study at the moment, and the results of this should be available by the autumn.

It is impossible to say with any certainty what the precise practical application of the sub-micron chip will be, although the memory and logic fields seem obvious beneficiaries. Philips simply observes that systems will grow around the ICs as fast as they can be developed. That is the way with modern electronics: if it is possible, it will quickly become indispensable.

Currently, Philips produces some £12m-worth of integrated circuits each year. Siemens has begun a development programme centring around DM 1bn. Part of the Siemens plan is for the construction of a test programme line for new-generation ICs.

It hopes to open mass-production in Regensburg and intends, before 1990, to make its own 8-bit chips. Next year, production is scheduled to begin in Villach in Austria of 256k-bit chips.

The joint research centre, if it is agreed, will be a direct product of a pact signed by Philips and Siemens in 1982 in which they agreed to co-operate closely in basic research up to pre-product level.

A group of some 50 researchers from the two companies is already engaged in projects which involve semiconductor materials and speech recognition, both of which require computer-guidance and sub-micron technology. The Dutch and West German groups are keenly aware of the need to compete with the power of the U.S. and Japan in this area and see a number of advantages deriving from their close relationship in R and D.

First, there is a saving in development costs and capacity. Second, success is made more likely by the application of ideas from more than one source and using different materials. Third, whatever is discovered can be shared between the two companies, so that at least part standardisation is achieved.

Philips has considerable experience of the value of co-operation. In the electronics field alone, it has deals at present with RCA, Intel and Motorola. With RCA it is working on the development of ultra-quick CMOS (complementary metal-oxide semiconductor) chips, to be produced by Philips in Nijmegen. The Intel deal covers eight-bit computers, while 16-bit development is the subject of co-operation with Motorola.

At present, Philips produces 40 per cent of its chips in Europe. A total of 2,200 workers are employed in Nijmegen, and there are assembly lines too in Hamburg, Southampton, Caen and Zurich. Expansion, both of capacity and chip types is felt to be essential as the U.S. and Japan continue to pour billions of dollars into IC research.

In 1983, America produced more than 50 per cent of total world ICs, while Japan's share of the market rose to 37 per cent. Europe, meanwhile, has seen its share decline, from 11 per cent in 1983 to a likely 9 per cent this year.

The world market for ICs grew between 1970 and 1980 at an average rate of 28 per cent,

THE WORLD'S smallest and lightest commercial video camera, pictured here, costs \$449 and is made by Konica of Japan.

Mr Edi Fitzgerald, marketing and sales manager for Konica USA, describes it as the

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As the diagram shows, Konica did away with the bulky body which characterised cameras today by positioning the all-important pickup tube vertically in the handle of the

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An electronic viewfinder can be fitted to the top of the camera which also allows instant playback of recorded material.

Konica sees a bright future for its new camera in education and the home. Its

lightness and flexibility suggests a place in

business training. It will operate with VHS or

Betamax video formats.

ELECTRONICS

Automated routing for PCBs

AUTOMATION SYSTEMS, a newly-formed subsidiary of Automation of Basingstoke, Hampshire, is to market the Calay computer-aided layout system for printed circuit board (PCB).

The Calay VO3 equipment has been designed by Kroschinski Electronic GmbH in Germany and features a powerful auto-router which is claimed to achieve consistently 100 per cent automatic routing of PCB conductors, even on complex multilayer boards.

Unlike most systems, the VO3 software provides dynamic routing — tracks initially specified are not permanent but might be altered later in the light of subsequent placements.

Complete automatic routing is therefore possible claims the company.

Starting with his paper circuit diagram or schematic, the designer can choose the required components from the VO3's library of standard parts.

He uses an annotated tablet and a mouse (selective pointing device) to position them on the board's image on the screen. After the engineer has entered via the keyboard, the pin-to-pin connections that are needed, the computer draws in simple straight line connections.

At this point the user might move the components about a little to improve subsequent routing. Alternatively, he can call upon auto-placing software that will compute all the shortest distances from the electrical data and place the components in the best position.

Finally, the dynamic routing attempts to draw the "physical" connections between pins. Impossible placings soon show up, whereupon the designer will make alterations and re-start the autorouting.

A second "cleaning up" stage of the software optimises the layout to reduce any unnecessary tracking or routes

through the thickness of the board. It will also straighten up any twisted track routes and insert 45 degree bends where appropriate.

Typically, says Mr P. W. Martin, general manager of Automation Systems, a 9 x 6 in board containing 80 integrated circuits might need about 10 hours of input by the designer, followed by four hours of automatic routing by the machine—and the latter can take place at night or over a weekend.

The VO3 also has built-in post-processing which produces data for drawings, photostrips, drilling tapes, parts lists, assembly systems and automatic test equipment.

Up to three workstations can be accommodated by the system, which is compatible with external sources of data capture and storage. A single workstation system costs £90,000. More on 0256 3141.

GEOFFREY CHARLISH

Micrographics

Designs captured on film

MICROFILM VERSIONS of drawings produced on computer-aided design systems can be made by a machine called the Microplotter just introduced by IMI (01-204 2456).

The machine uses a laser and a two-stage beam deflection system to write in vector mode directly on to ultra-high resolution film. Typically an aperture card of a complex A1-sized engineering drawing is available in less than four minutes. Then, prints can be made on microfilm printers and be available within a few more minutes.

Automatic delivery of images and processed microfilm aperture cards means that Microplotter offers a speed of information distribution which more than matches the plotter output of CAD systems. Furthermore, the drawings are available straight away in easily readable form.

The basic graphics software package is transportable between many hosts. It can also be run on one of IMI's off-line controllers, enabling data to be downloaded from the host computer, post-processed and fed to the Microplotter, thus freeing the host for other work.

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Manufacturing

Controller for low cost FMS

KONGSBERG SYSTEMS Technology (KST) has introduced a manufacturing cell controller which it claims brings the prospect of a full, flexible manufacturing system within the grasp of small and medium-sized companies.

In its simplest form the FM Controller can act as a stand-alone CNC (computer numerical control) unit for a single machine. But it can be expanded progressively to give communications and control for several machines and robots, together with the associated work handling equipment.

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Thickness meter

SGS SONOMATIC of Warrington has launched a microprocessor-controlled portable thickness meter with built-in memory.

It uses twin, focussed ultrasonic transducers, operating on the pulse-echo principle. The rechargeable battery has a life of 10-20 hours. More on 0925 810511.



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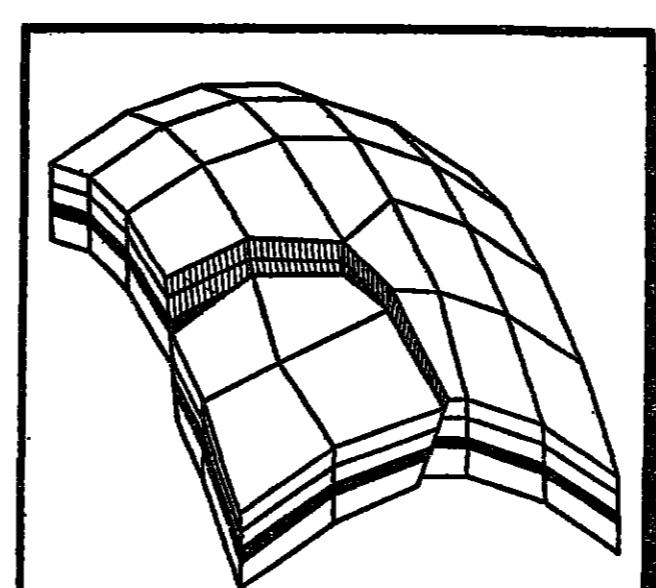
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ENERGY REVIEW

N. Sea oilmen face new technology dilemma

By Mark Meredith, Scottish Correspondent



Computers tackle the complicated geological formations of an oil reservoir. Here, in profile, is part of the Eclipse software program produced by Exploration Consultants of Henley-on-Thames.

to Mossmorran, gas re-injection system, a programme of analysing downtime and other for organising tanker movements.

The first offshore oil and gas platforms in the North Sea during the 1970s pre-dated many computer developments. This has meant the computers did not have the all-important chance to get the track record they needed for more advanced applications.

On the first generation platforms, there was little opportunity to attune platform instrumentation to the computer system," according to Mr Leo van Aarle, Shell UK computer applications' senior supervisor. "Quality assurance proved to be a major challenge," he said in a recent speech on the Scada system.

Shell's experience has taught the importance of bringing together the increasing amount of information available through improved instrumentation.

The lengthy leadtimes in designing computer systems have also added to the caution of the oil industry in planning its use of electronics with confidence.

At a recent offshore computers exhibition in Aberdeen

companies with computer aided design systems ranging in price from £10,000 to £100,000 film were presented by exhibitors.

Drawing, modifying and placing the huge amounts of machinery on offshore structures have been greatly aided by this system. Some North Sea platforms have, in the past, required over 130,000 square drawings, accounting for weeks of preparation time in design work.

The current philosophy of artificial intelligence is wrong," he says. "This rule-based system centralises the information of the experts." He adds that companies need to hire a "knowledge engineer," to elicit the right information to feed into the program.

Reservoir engineering is a second area where the computer has shown its paces. By analysing seismic data, complicated mathematical programmes can determine the shape of the rock formation of the oil reservoir to plan the optimum production programme. The formulas can be represented in remarkable computerised drawings of an oilfield.

Exploration Consultants of Henley-on-Thames is a rare success story of a British company penetrating the market of oilfield systems devised by computer specialists. Its Eclipse program, at £250,000 a customer was started by scientists at the Atomic Energy Establishment at Harwell who joined the new company.

"Our biggest headache was the line that this was 'non-proven technology' and we had to work at getting a benchmark test to let companies try it out," says Mr Ted Daniels, the company's managing director. With 16 installations and 30 orders waiting, Mr Daniels speaks confidently about sweeping the board with offshore applications.

"The most controversial area of computer applications in the next phase of offshore development will be the use of expert systems or artificial intelligence. This allows an expert to feed into a computer program all the factors involved in solving a particular problem. A non-expert facing the problem can then query the computer to determine the right course of action.

A radical in this sphere is Mr David Hawkins of Oilfield Expert Systems. He is ready to take multi-billion pound decisions, such as whether to de-

velop this or that field, with his integrated knowledge-based modelling.

This 40-year old mechanical engineer has turned artificial intelligence into an ideological issue, insisting that the "if-then" format of present developments—if the machine ratifies, then check this or that component for example—does not go far enough.

The current philosophy of artificial intelligence is wrong," he says. "This rule-based system centralises the information of the experts." He adds that companies need to hire a "knowledge engineer," to elicit the right information to feed into the program.

The offshore operators will take some convincing. But they do know that the more established expert systems can help solve problems and improve training.

"We are looking at artificial intelligence but it is not in day-to-day use," says Mr Norman Liddle of Britoil.

To others in the industry there are more practical problems in computer applications yet to overcome: many computers need to perform better given the "noise" outside electronic interference created on an offshore platform, according to Dr Gareth Owen, head of the department of offshore engineering at Heriot-Watt University in Edinburgh.

"The oil industry is conservative in its approach to new ideas. It wants to apply proven technology in this tough environment," says Dr Owen.

Even the space environment is easier

THE ARTS

Television/Christopher Dunkley

Lord Reith's alive in Russia

Oh I say! McEnroe won the men's singles just as everybody said he would. Again. Navratilova won the women's singles just as everyone said she would. Again. Lloyd and Turnbull won the mixed doubles just as everybody said they would. Again. Fleming and McEnroe won the men's doubles just as everyone said they would. Again. And Navratilova and Shriver won the women's doubles just as everyone said they would. Again. And according to new media chroniclers throughout Wimbledon fortnight the BBC coverage was highly proficient. Again.

However the decision to devote my time in the second week of Wimbledon to the NFT's season of Russian television was an easy one. We have enough repeats packing the summer schedules already without having to watch a complete re-run of Wimbledon year after year.

Before we consider the treats offered to Russian viewers however, Wimbledon does have one important but failing in the week's events. In understanding the NFT's decision to pull out of the Olympics, it is just as important to grasp NFT's attitude to Wimbledon as it is to detect what lies behind the question of whether to send two or three PAs (production assistants) to Los Angeles.

It is true that matters come to a head over the PAs: the television technicians' union, ACTT, said that since three camera crews were going there should be three PAs. The management said there was no call for any since this was not a film operation but all-ENG (Electronic News Gathering), the modern system which shoots straight onto videotape, cutting out film and therefore film processing.

But NFT management decided to stand firm on the question of the third assistant because, while the union may see its role as maintaining employment among its own people and acquiring a high proportion of the industry's profits for expert technicians rather than "idle" shareholders, NFT management sees a risk of catching "the Fleet Street disease." By this they mean make-work practices and the dictation of manning levels by the unions with the crucial "perishability" of the product used perpetually as a bargaining



E. Proklova in "Late Love"

ing counter.

However, this "principled" stand disregards the Wimbledonian factor: the BBC does not have an exclusive contract on Wimbledon and yet NFT chooses not to cover the championship. Why? Because they tried once and were so badly beaten by the BBC in the ratings that they have stayed away ever since.

Owing to the BBC's historical hold on major sports events and the audience's consequent habit of tuning to the BBC on occasions, NFT faces a dreadful dilemma: if they compete they get beaten and if they don't then the BBC's position is reinforced still further.

If £2m or more in sacrificed fees seems a high price to pay for proving your point, we ought not to forget the drubbing which NFT took from the BBC at the Moscow Olympics. It is hard to believe that NFT management would have stood quite so firm on the third PA had they been anticipating a ratings triumph over the BBC. The prospect of another beating

may have made it seem like a good time to impress the unions with the strength of their principles.

Which brings us to the week of Soviet Television at London's National Film Theatre because, as people kept reminding us, television in Russia is governed by principles which are completely different from those in Britain or any other Western nation.

Actually there were times during this admirably enterprising week of programmes when the similarities were most striking. For instance *Vremya*, Russia's main news programme, opens with a view of a clockface on a large clock tower and then goes to a male and a female presenter. Admittedly the programme's viewing figure of 170m overshadows NFT's even in proportional terms (Russia has 24m viewers) but then the organiser of the week, Terry Doyle, who made the BBC's fascinating series *Russian Language And People*, dryly

pointed out that *Vremya* is screened on all three Russian channels simultaneously. That seems a fair indication of one of the differences in principle: television is clearly an arm of the Soviet state.

Yet the news bulletin which we saw during Saturday's all-day event featured foreign peace demonstrations with a concentration which must be counter productive. Even assuming that Russian audiences are as simple minded as those in the West watching *Blankety Blank* and *The Price Is Right* it must surely dawn on them eventually that what these people are doing could not be demonstrating against their own governments. And some Russians at least presumably smell a rat when they hear presenters talking not about the Soviet economy but about "the dynamic and highly developed Soviet economy."

However, given that the relationship between Soviet state and Soviet broadcasting is different from that in Britain, the similarities on screen become even more striking. Not only do British viewers programme also contribute to the infrastructure maintaining the status quo, but both broadcasting systems are clearly dominated by middle class programme makers and consequently by bourgeois taste, best exemplified in both countries perhaps by a retreat into the safety of period drama. This is hardly surprising in Britain but does appear a little odd in a workers' state.

That it is so, however, seems clear even to the Russians themselves. In a short programme called *What Is Soviet TV?* made specially for the NFT season it was revealed that only 15 per cent of Russian programmes are categorised as "entertainment," and the "comedy" *Respect* is a sensible euphemism I suspect—feel that is too low. This is hardly a surprise if the programmes shown during the NFT week (to packed audiences, incidentally, even though headphones commentary was the only way to get an English script) are fairly typical.

We started with *Anya*, a ballet based on a Chekhov story, which proved to be both witty and sexy. (One of the week's side issues was that the art of

flirting though dead in the West thrives in Russia, or anyway on Russian television.) We went next to *About You*, a drama which in look and feel suggested those French films of the fifties which looked passionate human relationships into particular landscapes.

As with *Don't Shoot White Stripes*, a touching drama about a simple countryman whose love of wildlife kept getting him into trouble, and the climax of the week, *Late Love*, a splendid and utterly gripping adaptation of a 19th century play by A. N. Ostrovsky, *About You* reminded me of a feeling that these people have had when watching Russian television: that Soviet television drama all seems to aspire to the condition of cinema. The discovery on Saturday that much of it is commissioned from the major Soviet film studios helped explain that.

The point about all these productions, however, is that while their intellectual quality may have been high and their technical quality usually high (though not always: wobbly hand-held cameras work in contemporary drama of marriage called *That Dangerous Age*, desperately unimaginative studio camera work in the Dostoevsky adaptation *The Uncle's Dream*, and poor dubbing of studio sound on to outdoor scenes would all be frowned on in British television) they are hardly what anybody would expect to enthral the masses.

We did see a glimpse of ice hockey, 10 minutes of a rather ordinary animated *Alice In Wonderland*, a wickedly slow wildlife documentary about cranes, a snatch of a vaguely Pythonesque youth series called *The Merry Fellows*, and theまるまる version of *The Hound Of The Baskervilles* in which breakfast in the "typical English country house" included tea served in glasses out of a samovar.

Nevertheless the feeling at the end of the week was of a worthy service which gives the viewers what they ought to have rather than what they want. Lord Reith would have recognised it instantly. What a pity it was only available at the NFT instead of on BBC2. Oh I say, that would have been quite extraordinary.

Willy Russell's pre-marital rumpus in the adjoining lavatories of a Liverpool ballroom has been doing the regional rounds since 1977. Like Alan Bleasdale's *No More Sitting On The Old School Bench* it was written for performance by students and has achieved a similar popularity north of Watford.

The piece therefore pre-dates Russell's runaway hit *Educating Rita* and David Thackeray's vigorous London premiere places it firmly in the centre of the playwright's best achievements: lively, coarse, well-organised, truthful and very funny. I was always uneasy about the *Scouse Pygmalion* two-hander. Here we have the gaudily full-blown ritual of the concurrent stag and hen parties of *David* and Linda before the portcullis slams behind the happy couple and they barbecue chairs, coffee percolators and antique-style furniture.

Dave does not glimpse much of the action. He spends most of the evening with his head down a toilet having switched unwisely straight from the Chinese chicken to the black velvet and double Southern Comforts. He is carried into the glistening, streamer-toasted ballroom arena feet first and covered in sweat like a foul parrot of a Viking king prepared for burial.

The play divides between the graffiti smeared off-white walls and chipped tiles of the gents; and the tawdry purple powder room of the ladies, where the girls are applying nail varnish, flicking cigarette ash into the pincers and generally adjusting their clothing to share Linda's last chance to drink and dance the night away.

The leader of the hens is Noreen Kershaw (the original *Trarfod Tenz*, wife) as Bernadette, a shuffling, stooping husky-voiced tartar with the

Stags and Hens/Young Vic

Michael Coveney

shoulders and technique of a lumbering middle-weight boxer. She is attended by the bespectacled weepy Maureen of Eithne Brown, the sun-tanned appetiser Frances (Kate Fitzgerald) and the ginger good sort Carol (Gilly Coman).

Linda herself is rather wanly played by Anne Miles, who misses out in the big second act scene when the former boyfriend Peter (very well done by Peter Christian) returns as a successful pop singer and rekindles an old fire. Not, however, before he has been insulted for his "tart's boots" by the boy who then recognises him and wants to know where he bought them, *Chelsea Girl*, as it happens.

The tribal ritual of the lads includes swapping notes over the urinal wall about the girls on the dance floor and jostling in positions among themselves. The Sunday League captain Eddy is played with energy and



Eithene Browne and Noreen Kershaw

The Boot Dance/Tricycle, Kilburn

Martin Hoyle

Richard Wilson/Wigmore Hall

Andrew Clements

A cursory misreading of the Press release led me to believe Edgar White's new play was "about boots"; what they do to us: whether we can really escape them—or indeed should we try? Alarm at an impending evening of fetishism in North London was allayed, however: *The Boot Dance* is about robots, not boots.

Lazarus, who came to England with a black South African show, is played by Alton Kumalo who came here with the musical *King Kong* in the 1960s. A specialist in the eponymous dance—a sort of simplified gopak whose main interest lies in its execution in wellington boots—he has a nervous breakdown. We meet him in a sordidly informed bar in the port where the West Indian master is obsessed with gambling and has a habit of wandering into the director's office at such

jigging to her ghetto-blaster in a constant state of aggressive intensity before coming out with the odd cliché, is no more than a case history.

Against Sarah Jane McClelland's vividly painted triptych depicting African figures, proud in traditional finery or tragically dispossessed, Alby James's stilted production fails to disguise the writing's fatal lack of detail. Despite dark hints of England playing with men's minds as apartheid plays with their bodies, Lazarus's anguish never amounts to more than the results of over-work and extreme culture shock. The West Indian's diatribe about Caribbean injustice is vague as to whose responsibility lies, possibly a mere pretext for nurse and patient to clasp hands in theatrical solidarity for the Act 1 curtain. And Amanda Symonds's cockney half-caste,

Richard Wilson/Wigmore Hall

George Bernard Shaw

The Delmé String Quartet have built a considerable reputation over recent years by its championing of 20th century British composers, especially those of a more or less conservative cast. Now, though, it is spreading its net farther afield, and at the Wigmore Hall on Monday evening secured the British premiere of the third string quartet by the American Richard Wilson.

Wilson was born in Cleveland, Ohio, in 1941, and is currently professor of music at Vassar College in upstate New York. In the *Guardian* last week the radical musician, Christian Wolff, observed that there were over 3,000 "academic composers" in the United States, all of them desperate for an audience. On the evidence of this string quartet, it would be un-

ment as a truncated sonata form, with extended and discursive subject groups and a recapitulation that also functions as a wispy, frozen coda. In the Wolf-infection of the second, the Bergian influence seemed more obvious, but still shows the music's tendency to subside into inactivity, waiting for an impassioned outburst to set it off once again. The elegy offered the most striking individual music in the 22-minute work, conveying the impression of a great emotional tension kept in the tightest check, with the slowness of the harmonic movement enclosing a figurative of great inner activity, though a group with greater tonal resources than the Delmé might well have made more of its emotional peaks and troughs.



Donald Williams and Stephanie Dabney in Firebird

Dance Theatre of Harlem/Coliseum

Clement Crisp

The Dance Theatre of Harlem has a secure place in the affection of the London public, who respond to the whole-hearted energies of Arthur Mitchell's company. Very properly, at a time when the unions are more than a willingness to act as chorus, the Harlem dancers do with as good a grace as one can hope for.

Nora Kaye, magnificently taut creator of the role of Lizzie, and Alice Alonso and Sallie Williams who were also outstanding in the parts have a worthy successor in Vivian Johnson. Miss Johnson plays with sure command of effect, from the distraught girl of the opening scenes to the chilling figure who conceals the axe in her skirts, and the hand-wringing Accused who gazes at the scaffold in the final pose. There is a thread of ferbile, nervous unease to her reading, which never topples into emotional excess.

It is the control quite as much as the inner tensions of her performance that make it so commanding and persuade us that the piece is rather better than its routine dances. From Lowell Smith a fine, sensitive Pastor; and from Cassandra Phifer an absolutely beastly step-mother, richly deserving of the torty whacks.

The melodramatic demands of *Agnes de Mille's Fall River Legend*, which came next, were also well met. It is a piece that stands or falls on the central

roles of Lizzie Borden, her malign step-mother and her Pastor: the surrounding chitter of revivalist meeting and townswomen for nothing more than a willingness to act as chorus, which the Harlem dancers do with as good a grace as one can hope for.

Stephanie Dabney flashes and darts as the magic bird, and Donald Williams is a nobly charming Hunter, and this relocation of a score thematically redolent of Russian folk-song is brought to success both by the conviction of the DTH performance and by Mr Taras' well-made neo-classic choreography. He plays passing homage to Fokine and Balanchine, yet retains a fluent and musical identity entirely his own.

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The case for a blind eye

THE CITY appeared last night to be less than convinced by the Government's Nelsonian response to what are, on the face of it, a thoroughly bad set of money supply figures. The Prime Minister, in the House of Commons, was simply dismissive: "I see no signal friends must describe as the result of this approach." City critics were more inclined to see it as ostrich-like. Meanwhile, in Threadneedle Street, the message to the markets, through the Bank's bill operations, was as resolute as the Prime Minister could have wished, but the commentary was a little more explicit—and therefore a good deal more persuasive.

In one sentence, the Bank's gloss on the money figures is that it happened last year, and we warned you it might happen again. To put the same point more technically, there seems to be a new seasonal pattern in central government borrowing which has not yet been captured in the seasonal adjustments. It is indeed true that at this stage last year the broader aggregates were overshooting even more strongly than they are at present, and the City was full of alarmist talk about government borrowing shooting out of control. In the event, all the targets were pretty squarely hit, and without a change of course. If other things were equal, hardly any more need be said about the subject. There is, as the authorities claim, no evidence at this stage that anything much is amiss in the domestic monetary scene.

However, other things are very far from equal. We are some way into an inconclusive coal strike which is for the time being putting a considerable burden both on the public purse and on the current account. On top of that we have a dock strike. In face of these and other tribulations public and international confidence in the Government and in British prospects generally has waned.

Offensive

The U.S. appears to have launched an international funding offensive, through the abolition of withholding tax and now followed by active attempts to devise bonds to tempt foreign

Britain's aims in Hong Kong

AFTER 21 months of negotiations with China over the future of Hong Kong Britain is faced, not for the first time, with a difficult and complex situation.

China appears to have introduced a new and unexpected element in the talks. Although Britain has refused to confirm that it seems to be faced with a demand for a joint Sino-British commission to oversee the 15-year transition of the colony to Chinese rule in 1997, it is very clear that the bulk of the colony runs out. Moreover, judging from what Chinese officials have been saying, such a body would not merely be a consultative group but, one which would have a "supporting and co-ordinating" role.

To the people of Hong Kong, who have been living on their nerves since the talks began in September 1982, this sounds ominously like a meddling watchdog which would undermine Britain's authority long before 1997.

The markets, already under pressure because of high interest rates in the U.S., have reacted predictably. Share prices in the colony have fallen sharply, reaching their lowest point since last September's financial crisis, while the Hong Kong dollar also suffered its worst drop in months.

Tolerance

The idea of increasingly close co-operation between Britain, China and the people of Hong Kong in the run-up to the transfer of sovereignty is, in principle, a good one. Capitalist Hong Kong is so vastly different from Communist China that preserving its "prosperity and stability" after sovereignty passes to China in 1997 will require an unprecedented degree of insight and tolerance on Peking's part. Communist officials have a great deal to learn about how the territory functions and they cannot be expected to do so overnight when sovereignty changes hands. Some mechanism, therefore, needs to be found to ease them into the driving seat well before 1997.

Whether it would be wise to concentrate this exercise in the form of a single commission is another matter. Such a body would, in time, inevitably become a kind of backroom government. It is already being interpreted in Hong Kong as

an attempt by China to take over the effective running of the colony before 1997.

Britain should, therefore, resist the idea of a structural approach, pointing out, as the Chinese often do in support of their own case, that sovereignty is indivisible and, until the "One Jack" is lowered over Hong Kong, responsibility for governing it must rest with the UK.

Negotiating with the Chinese is never simple, however, and it may be that the idea of a joint commission has been introduced by Peking to counteract a basic argument in the face of Britain's insistence on a detailed agreement between the two sides before September's deadline.

If this is the case, then there is all the more reason, first, to resist the idea in its present form and, second, to press for an agreement which binds the Chinese publicly to as detailed a commitment as possible to maintaining the status quo in Hong Kong after they take over.

Pragmatic

Britain should not regard the September deadline, imposed by the Chinese for apparently arbitrary reasons, as sacred. A bad agreement would be worse than no agreement at all if all that was required to make it more acceptable to the people of Hong Kong was more time and thought.

Britain has few cards in these negotiations. The hope must be that Peking's pragmatic leadership wants to recover Hong Kong in reasonably good working order, first, because this would greatly facilitate the eventual recovery of Taiwan and, second, because access to foreign capital and technology through Hong Kong would assist in the modernisation of China's backward economy.

If this assumption is valid it is as important to China as to the UK that an agreement is reached which avoids a disastrous loss of confidence in Hong Kong. The British negotiators must hold out for a deal which is sufficiently detailed to demonstrate to the people of the territory that China's commitment to maintaining its prosperity is more than mere rhetoric.

Bonnie, bonnie banks . . .

Scottish investors may be canny, but they are very loyal. "Once you've got them they stay with you for years," says CPC Computers' chairman, Tom Fitzpatrick himself a Scot.

This is why Fitzpatrick is taking his hardware and know-how from Woking to Edinburgh today to persuade the Scottish institutions to invest in his company—Silicon Valley invading Silicon Glen, as the company puts it.

Fitzpatrick at 46 is a dynamic character. Son of an Edinburgh postman, he doesn't think his day-long presentation at a conference centre just outside Edinburgh could make high-tech operators up there resist his attempt to steal Scottish investment funds.

"CPC may be looking for expansion sometime soon," he says. "I'm not going to say it will be in Scotland. It will be wherever we think the best prospects are."

The other love of his life is skiing. So CPC is organising a summer downhill race at Tignes in France for 18-18 year-olds with Fitzpatrick himself in charge—the first time I've managed a ski race, although I am a regular skier."

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In the ceaseless search for new markets, Glaxo seems to be stretching the limits of science. It seems that the company's new ulcer drug, Zantac, is now being marketed to dolphins.

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Science lesson

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NEW U.S. INVESTMENT

As Japanese as apple pie

By Terry Dodsworth in New York



Major Japanese acquisitions and investments in the U.S.

- 1971: Kyocera International, the ceramics producer for integrated circuits, builds plant in San Diego, California.
- 1972: Sony establishes \$200m television plant in San Diego, California. In 1977, Sony builds an audio/video cassette tape plant at Dothan, Alabama.
- 1973: Fujitsu takes 30 per cent in Amdahl, the Californian computer manufacturer, later increased to 47 per cent.
- Mitsui and Nippon Steel take 50 per cent in Alumax, the aluminium company.
- 1974: Matsushita Electric takes over Quasar Electronics, a Chicago television manufacturer owned by Motorola.
- 1977: Sanyo acquires 75 per cent stake in colour television and microwave oven plant at Forrest City, Arkansas. Sanyo opens a stereo equipment and refrigerator plant in San Diego, California.
- 1979: Sharp opens new television set and microwave oven plant at Memphis, Tennessee.
- 1982: Honda Motors begins car production at Marysville, Ohio, the first Japanese car factory in the U.S.
- 1983: General Motors and Toyota agreement on joint manufacture of sub-compact cars at GM's mothballed Fremont plant in California.
- Fuji buys Heller International.
- Nissan opens its truck plant at Smyrna, Tennessee, now being expanded to make cars as well.
- 1984: Nippon Kokan agrees to buy 50 per cent of National Steel. ● GM Fanuc, a joint company owned by GM and Fanuc, announce plans to build a robotics manufacturing plant in U.S.

the relentless treadmill atmosphere in a conventional automated plant is on quality. Indeed, apart from finance, quality is the only managerial function over which virtually all the Japanese companies seem to have maintained very close control.

"Many managers complain that the American worker is just not interested in producing a quality product. I think that is terrible," says Mr Richard Kraft, chief operating officer at Alumax's plant in Battle Creek, Chicago. "We have proved here that if you give employees the right product, the facilities and the motivation, they can do a high quality job."

The drive for quality has a pervasive influence. It means adjustments to the production line, where systems have been redesigned to allow workers to programme the conveyor belts and give themselves additional time on a job when they need it. It also means a different work atmosphere because the quality idea cannot be communicated if management and the workforce do not talk to each other.

"I think it is a fantastic company," says Mr Nick Baum, an engineer at Hi-Flex, a Japanese company at Battle Creek. "We get informed on everything—sales, profits and expansion plans—and the company has a very good rapport with the employees."

In addition, the emphasis on quality often means a higher rate of investment. According to a Commerce Department report in 1981, Japanese affiliated companies in the U.S. reinvested 50 per cent of their earnings in the country, against 32 per cent by the Europeans, and only 28 per cent by the Canadians.

After 25 years of a steadily accelerating Japanese presence in the U.S., some officials believe that the expansion will now begin to slow. Mr Jim Heflinger, head of the Battle Creek industrial park, and

three other Japanese companies to Michigan, believes that most of the big Japanese companies have a U.S. presence, and only 20 per cent by the Canadians.

The success of the Japanese also suggests that they had something more positive to give to the U.S. business scene than some of the Europeans. Too often, the Europeans have invested in North America to sell similar products to those already available, made in plants which operate on American car-derived systems, and backed by a parent company whose financial base was much

Jetro

Alumax, a joint 50/50 venture with Alumax in aluminium smelting and fabrication.

This initial \$550m agreement

has gone from strength to

strength, creating a group with 91 plants and 13,000 employees and involving a further large-scale investment last year with the \$250m takeover of Normet, another aluminium producer.

Finally, the Japanese have

been drawn by the narrowing of the gap between domestic costs and the expense of operating in the U.S. Some companies claim that the shopfloor wage package is now higher in Japan than in the U.S. (and even if overall costs are lower (because of better Japanese productivity, or the larger salaries of American managers), this may be

60 per cent of video recorders.

A further factor in the in-

vestment jump was the shortage

of raw materials and other

resources in Japan.

This is clearly underlined by Alaska's

success in the last decade as the country has

swung forcefully on to become

the U.S.'s principal trading

partner.

The figures speak for them-

selves. Japanese exports to the U.S. in 1983 amounted to \$41.2bn, while overall trade between the two countries reached \$83.8bn, double that of seven years ago, and three times what it was a decade ago.

Matsui and Nippon Steel in

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UK defence procurement

The chill breeze of competition

By Bridget Boom, Defence Correspondent

THESE ARE stirring times in British defence. Mr Michael Heseltine, Defence Secretary for 18 months, is battling to streamline Whitehall's most cumbersome ministry. Next week, despite the opposition of the three service chiefs, he is due to present to Parliament a White Paper detailing what could prove to be the most radical reorganisation of the ministry for 20 years.

He apparently has the full support of Mrs Thatcher, the Prime Minister, and Cabinet colleagues for measures which will centralise decision making, greatly diminish the power of the service chiefs and cut many top-level posts.

Less well publicised, but almost as controversial, is Mr Heseltine's drive to submit the MoD's £7bn-plus weapons bill to more rigorous competition. A cooler atmosphere is already apparent in the once cosy relationship between the MoD and the defence industries.

Britain's defence contractors have cautiously welcomed the new competition policy, though they privately accuse Mr Heseltine of inflexibility and worse. But trenchant public criticisms have come from the Commons Select Committee on Defence.¹

Though the all-party body supports Mr Heseltine's intentions, it has urged him not to push the policy "to the point where delays, extra staff work, loss of economies of scale and loss of rapport with industry outweigh the possible benefits."

Debate over government policy towards the defence contractors has been enlivened by prospects of a controversial merger between British Aerospace and GEC. Both among the Defence Ministry's top ten suppliers, together they could take a fifth of annual MoD contracts.

Also at stake is the whole future of defence spending, with MoD budgets dogged by the need to afford increasing sophisticated and costly equipment. This year's budget is £17bn, nearly half for weapons systems. The MoD claims to be British industry's largest single customer, buying 45 per cent of the aerospace industry's output and 20 per cent of the electronics industry's.

mainly for a fixed price, has increased, from £890m in 1980-81 to £1.4bn in 1982-83. Without putting a value on the figure, the MoD says that close monitoring has revealed that 49 per cent of the contracts placed in the first four months of this year were let after competition. But Mr Heseltine sensibly refuses to set a target for the ministry in sub-contracts.

• Competition in the early stages of projects to widen the MoD's choices and to stimulate new ideas.

• Contractors developing a weapons system will not now automatically get the initial production order. This is a new departure, and is the one to which contractors seem to have the strongest objections.

• Competition will be introduced where it often did not exist before, with support, supply and maintenance services for the Army, RAF and Navy being "contracted out".

Ultimately perhaps the most telling criticism of Mr Heseltine's measures is that the structure of the defence industry in Britain will severely limit their effect. For most major weapons systems, there is only one source of supply: the MoD has no choice, unless it takes a much more radical route and goes overseas to buying military aircraft and most missile systems from Bae, warships from British Shipbuilders, torpedoes from GEC Marconi or helicopters from Westland, to name only the most obvious.

Another limit is that many contracts are for research and/or development, where the MoD is unwilling or unable to fix a price in advance. Efforts to change this and tauten contract terms were made by Mr Heseltine's predecessor, Sir John Nott, but the Ministry's most recent figures illustrate the continuing problem. Of contracts worth £6.5bn placed in 1982-83 only 24.3m were on a non-competitive basis, with 80 per cent being with a single supplier.

This year's budget is £17bn, having any inhibiting incentive terms, such as a target price. Over £1bn was let on an open-ended, "cost-plus" basis.

However, the value of contracts let on a competitive basis, the remaining

hatches, probably amounting to 750 vehicles, will be open to

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SECTION II - INTERNATIONAL COMPANIES

FINANCIAL TIMES

Wednesday July 11 1984



Sharp gain for CBS in second quarter

By Paul Taylor in New York

CBS, the U.S. broadcasting, recorded music and publishing group, yesterday reported a 49 per cent jump in second-quarter earnings, bolstered by particularly strong results from the broadcast and record divisions.

The company said net earnings from continuing operations increased to a record \$87.6m, or \$2.95 a share, in the second quarter from \$58.5m, or \$1.98, in the corresponding period last year. Net income increased by 51 per cent to \$88.5m, or \$2.98 a share, from \$58.7m, or \$1.98, on revenues which grew by 18 per cent to \$1.22bn from \$1.05bn.

In the latest quarter, a \$1.6m gain on the sale of land was offset by a \$1.7m charge resulting from the decision, announced earlier this week, to end video disc production.

For the first six months, CBS reported net earnings from continuing operations of \$127.7m, or \$4.30 a share, compared with \$77.3m, or \$2.60, in the first half of 1983. Final net earnings after the special gain and charges increased to \$127.4m, or \$4.29 a share, against \$76.5m or \$2.58, on revenues which grew to \$2.30bn from \$2.09bn.

The sharp improvement in profits continues a pattern established last year, and underlines the group's breakout from a five-year profit slump. The recovery has been led mainly by the broadcasting division and the renewed success of the CBS records group which records such artists as Michael Jackson.

The broadcasting group reported second-quarter income of \$159.1m on revenues of \$672.3m compared with income of \$103.3m on revenues of \$563.3m in the corresponding period last year. Earnings in the records group increased to \$30.5m from \$25.5m on revenues which rose to \$301.3m from \$277.4m.

CBS's publishing group also reported higher income and revenues,

ONE MAN'S PLAN TO LIFT FUTURES TRADING OUT OF THE PITS

Intex - a futures market without bedlam

BY ALEXANDER NICOLL IN LONDON

EUGENE GRUMMER has learned the hard way not to predict the opening date for Intex, an automated futures exchange being created around a computer in Bermuda. But he does believe that, after years of setbacks, his dream will become a reality this summer.

Intex - if it works - will be a futures market without bedlam. It is based on the belief that the growth of futures markets, especially in the U.S., has overstretched traditional trading methods and that the advance of technology has made those methods outdated.

Those who propound the theory that you must have human interaction are hanging on to an old method, Mr Grummer says. His idea is that the hulky-bulky of trading pits, with the attendant inefficiencies he sees, will be replaced by silent screens in traders' offices.

Several times it has seemed that the idea would never fly. Since Mr Grummer, an American aged 50 who had a 30-year career at Merrill Lynch, founded Intex in 1981 with several other individuals, it has

gone through ownership shuffles and thence to the central computer in Hamilton, Bermuda.

About 30 members, mostly in New York and Chicago, have been hooked up so far. Only three of them are in London: Healdon Commodities, Merrill Lynch and Sharps Pixley. Mr Grummer hopes that between 40 and 50 members will be linked to the computer before the starting date.

The hopes of Intex are pinned on a 100-ounce gold contract similar to the very active New York Comex contract. After that, a long-term bond contract and a 5,000-ounce silver contract are planned, as well as a freight rate index. Mr Grummer hopes to introduce stock indices and currencies, as well as options, but emphasises that all depends on launching a single contract successfully.

A trading station, comprising a Digital Equipment microcomputer, two screens and high-speed printer, costs each member in the U.S. an additional \$13,000. In the UK the price is about \$3,000 higher. In addition, members must have dedicated telephone lines running to mainframes in Vienna, Virginia, or Lon-

don and the price is public," says Robin Baldwin, a partner running the futures desk at London stockbrokers Phillips & Drew. "It does not matter if the pit is crowded - that just makes it more efficient."

Intex believes that overcrowding in the pits lessens the chances of quick, error-free execution of orders. Execution by the Intex computer, as well as being fast, would remove the possibility of out-trades - where two traders' records of the same deal do not match - because the computer would provide an immediate record. Intex claims that its system can handle 70,000 transactions an hour.

Mr Michael Jenkins, chief executive of the London International Financial Futures Exchange (Liffe), acknowledges that "trading methods will change and a lot of it will be done in an automated way." He does not, however, believe that automation will replace the trading floor.

Mr Jenkins believes that it is precisely when volume is high that the pits are efficient and automated trading is suspect. Despite the potential speed of the computer itself, he says, the speed of reaction from computer users around the world is not the same as that from a throng of traders who are all in one place.

"I think probably the state of the computer art is such that where you have got a fair modest volume, computer trading can be very effective. It has yet to demonstrate that it could efficiently handle high-volume activity," Mr Jenkins says.

Intex is looking ahead to a day when its own trading floor may become too cramped, and is exploring ways to automate some low-volume contracts, such as currencies.

One advantage of the Intex system is anonymity. A trader's screen displays, for each price close to the current market level, the total volume of bids and offers put into the system by all trading members. The computer matches them and provides a record to each side but does not disclose the identity of one to the other.

All trades will be cleared, subject to final agreement, by the International Commodities Clearing House in London, which also houses In-

tex's London mainframe on its premises.

A disadvantage, which Intex is working to remedy, is that members will not be able to interface Intex trading with their own internal computer systems.

A few years ago, Intex was talking of a round-the-clock market. That ambition has been toned down now, and its trading hours will be through the U.S. day, although for longer than the Chicago and New York exchanges. Extension into the London morning is possible, but expansion beyond that might create clearing problems.

Will Intex become a liquid market to take off? Technology has had a huge impact on financial markets, mainly by increasing the flow of information to them. So far, traders have been reluctant to entrust the market place itself to computers. Intex may encourage some of them to try, perhaps by offering arbitrage opportunities. But it is unlikely to persuade them to abandon the trading floor completely.

In the final decision, however,

Texaco was given the choice of divesting these assets or its own 40 per cent interest in the Wyco pipeline from Wyoming into Colorado. The company said yesterday it has decided to opt for the latter solution, holding on to the Getty activities which would strengthen its position in the mid-continent.

Most of the other requirements of the original FTC decision have been left in place, including the sale of Getty's marketing activities in the north east, the agreement to continue selling oil to independent refiners served by Getty in California, and agreement not to acquire marketing operations in the north east for 10 years without the commission's approval.

Texaco said yesterday it would start the work of integrating the two companies, which had to be run separately during the examination by the FTC.

International Paper

tex's London mainframe on its premises.

THE U.S. Federal Trade Commission (FTC) yesterday gave final clearance to the \$10.1bn takeover of Getty Oil by Texaco, making in the process one major change which will significantly strengthen the group's position in the Mid-west.

The altered recommendation illustrates the new flexibility of the anti-trust authorities under the present Administration. In this case it has not only allowed the second largest merger in U.S. history to go ahead, but has also assisted with advice on how best to structure the agreement to meet with approval.

In the original judgment in February Texaco was told it would have to direct Getty's 50 per cent stake in the Chase Pipeline carrying refined products from Kansas to Colorado.

The company said yesterday it has decided to opt for the latter solution, holding on to the Getty activities which would strengthen its position in the mid-continent.

International Paper

BY TERRY BYLAND IN NEW YORK

INTERNATIONAL PAPER, the world's largest paper maker underlined the recovery in the U.S. forest products industry with the announcement of a sharp rise in second-quarter profits.

A gain of 15 per cent in sales lifted net earnings by more than one third to \$67m or 12.1 a share. The comparable earnings total of \$49.8m or 8.8 cents included \$1.57m from sales in Florida. Group revenues increased from \$1.07bn to \$1.23bn.

Sales of land also boosted earnings in the first quarter of this year. For the first half year, International Paper shows net earnings of \$122.3m or \$2.19 a share, including \$119.3m or 2.15 a share taken in \$63.5m from the sale of timber in Northern California. Sales for the six months have improved from \$2bn to \$2.4bn.

For the whole of fiscal 1983, IP turned in net profits of \$211.8m or \$3.73 a share.

The company is benefiting from the recovery in demand for its paper, pulp and packaging products. It is increasing its position in the white paper markets, and has been raising cash for modernisation by selling off selected timber assets.

Minebea plans U.S. expansion

By Terry Dodsworth in New York

MINEBEA, the Japanese electronics and ball bearing company, is aiming to expand in the U.S. through a bid for New Hampshire Ball Bearings, a specialised company with a strong foothold in the military market.

The Japanese group, which has sales of around \$600m, has bid \$85 a share for New Hampshire, valuing the company at \$110m. Before the offer, New Hampshire's shares had been trading at a little over \$30 a share, but they soared to \$54 on the announcement of the offer.

New Hampshire, whose management has been asked to stay in in the event of a takeover, said it is actively exploring the bid.

Continental Illinois to sell London bank

BY DAVID LASCELLES IN LONDON

CONTINENTAL Illinois, the troubled Chicago bank, has sold its London merchant bank, Continental Illinois Ltd, to First Interstate Bank of Los Angeles as part of its efforts to raise cash through asset disposals. The sale price is not being disclosed.

First Interstate is the seventh largest U.S. bank but is less well known abroad than its size would suggest because its business is mainly in the U.S. retail market.

The acquisition marks its ambition to expand its international presence. The terms of the deal are under-

U.S. food group sees advance

By Our Financial Staff

BEATRICE COMPANIES, the U.S. food and consumer products group formerly known as Beatrice Foods, expects the \$1bn gain in its earnings for the second quarter ending August 31 from a private swap of convertible preference shares for a portion of its sinking fund debentures.

The retired debentures had a face value, including accrued interest, of \$94m. Interest rates ranged between 7% per cent and 10% per cent.

In the second quarter of 1983-84, Beatrice reported net earnings of \$57.1m or 83 cents a share on sales of \$2.37bn. Last month Beatrice took over Esmark, the U.S. food, lingerie and vehicle rental concern.

Profits surge in quarter for International Paper

BY TERRY BYLAND IN NEW YORK

INTERNATIONAL PAPER, the world's largest paper maker underlined the recovery in the U.S. forest products industry with the announcement of a sharp rise in second-quarter profits.

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The company is benefiting from the recovery in demand for its paper, pulp and packaging products. It is increasing its position in the white paper markets, and has been raising cash for modernisation by selling off selected timber assets.

SWEDISH MATCH

Continued improvement in consolidated earnings

Financial highlights

(Amounts in £ million)	May 1982	January 1983	May 1983
Sales	695	759	789
Operating result	46	53	57
Financial net	-23	-16	-17
Result after financial items	23	37	40
Return on capital employed, %	13.6	15.2	16.1
Earnings per share (full tax), £	1.24	2.34	2.60
(UK £1=SEK 11.13)			

Match

Match is the most international group within Swedish Match. It was the first operating section within the Corporation and now has factories in some 30 countries throughout the world. In addition to its cigarette production, Match also manufactures related consumer products, and is active in the fields of forestry and trading. Group sales for the first four months of 1984 were \$61 million (January-April 1983 \$53 million), and the operating result was \$7 million (January-April 1983 \$4 million).

For the full year 1984 business trends are expected to follow our previously published forecast, which predicted an improvement in the result after financial items, compared with 1983. Companies acquired during the year will not have any significant effect on results in 1984.

Akerlund & Rausing

Akerlund & Rausing is uniquely experienced in the fields of packaging materials and systems as well as consumer products. It works with high development techniques and advanced combinations of materials for distribution handling. Through recent acquisitions of Swedish Tissue in April 1984 and Esele Pac in June 1984 the group has become one of Europe's leading companies in this sector. The group is now well prepared for further international expansion. Sales for the first four months of 1984 amounted to \$31 million (January-April 1983 \$16 million) and the operating result was \$3 million (January-April 1983 \$1 million).

Swedish Match is also involved in other operating areas, including chlorate production and the manufacture of particle board. Sales for this group amounted to \$29 million in the period under review (January-April 1983 \$46 million).

Please send me copies of the latest Swedish Match Annual and Interim Reports.

Name _____

Company _____

Position _____

Address _____

Please return to Swedish Match AB Corporate Information, PO Box 16100, S-103 22 Stockholm, Sweden. FT 28.6.84

Other Activities



Please send me copies of the latest Swedish Match Annual and Interim Reports.

Name _____

Company _____

Position _____

Address _____

Please return to Swedish Match AB Corporate Information, PO Box 16100, S-103 22 Stockholm, Sweden. FT 28.6.84

The tiger is the symbol of Malayan Banking, Malaysia's Largest Banking

Group. Our strength, size and indepth knowledge

of the economic

and social situation

of our country,

INTL. COMPANIES & FINANCE

Dai-Ichi Kangyo leaps towards top of world bank rankings

BY ROBERT COTTRELL IN TOKYO



Dai-Ichi Kangyo Bank, Tokyo

DAI-ICHI KANGYO BANK, Japan's leading commercial bank, is rapidly rising to challenge Citicorp and BankAmerica at the head of the world league of banks. According to The Banker, DKB moved up five places to rank third in asset terms in 1983. In a survey by the American Banker, DKB has already made it to the top slot.

It had assets at the end of September equivalent to \$110bn. Citicorp, New York, leads The Banker 1983 league, with \$126bn at December 31, with BankAmerica, based in California, in second place with \$115bn.

Dai-Ichi Kangyo emerged in 1971 from the joining together of Dai-Ichi Bank and Nippon Kangyo Bank.

Both were large institutions in their own right. The merged entity was, and has remained, Japan's largest bank measured by assets, deposits and branches. It is one of the 13 "city banks," the mainstream Japanese commercial banks with mainly urban retail deposit bases.

Being number one or three in the world seems to leave some DKB executives little moved, perhaps because of probable transience. "A currency fluctuation," says one senior manager dismissively, "this year up, next year down."

Being number one in hierarchy-conscious Japan, by contrast, matters a lot to DKB.

DAI-ICHI KANGYO'S PROFITABILITY*

1980	0.292
1981	0.267
1982	0.253
1983	0.320
1984	0.469

PERFORMANCE OF JAPAN'S TOP FIVE BANKS

Profitability* Overheads

Dai-Ichi Kangyo	0.469	0.348
Fuji	0.378	0.364
Mitsubishi	0.517	0.215
Sanwa	0.449	0.334
Sumitomo	0.435	0.746

* Pre-tax profits in year to March as a percentage of total assets.

† General administrative expenses as a percentage of total assets.

Big muscle in the Japanese capital markets helps consolidate relations with large corporate customers, while having the most branches—345—means DKB can at the same time sell itself to retail customers as their "grassroots" local bank.

Its branches are decorated with pink hearts, for DKB promotes itself as a "caring" institution. DKB loan packages have names like "heart's property-ownership plan," and even "heart's two-generation relay loan," a characteristic Japanese form of credit countersigned by a parent and an adult offspring, who agree to make repayments over two lifetimes.

Internationally, DKB ranked ninth among Euroloan syndication managers in 1983. International earnings account for 13 per cent of profits at present, says Mr Yasukiko Ikeuchi, director and general manager of the bank's international planning division. He would like to raise that proportion to nearer 20 per cent in the next three to five years.

However, unlike several other Japanese commercial banks, DKB has not chosen to make a major acquisition in the U.S. or Europe—despite the many proposals from financial intermediaries hoping to line up an American takeover target. The mixed fortunes of foreign institutions which did buy U.S. banks in the last five years have allowed Mr Ikeuchi to take some satisfaction in his cautious tack.

At present, DKB has nine branches, 14 representative offices, and seven subsidiaries overseas. Just over 35 per cent

of its assets are in foreign currencies.

Mr Hiroshi Hida, chief of Dai-Ichi's international planning department, believes that

DKB's best prospects for international growth lie closer to home, in Asia. He sees good

prospects for regional trade finance and international loan business centred on Hong Kong, where DKB may soon seek to upgrade to branch status.

Mr Hida takes a sanguine view of Hong Kong's uncertain political future. If DKB has a branch in Hong Kong, and China effectively integrates the territory when Britain's lease runs out in 1997, he says, DKB would be happy to have acquired by that route a branch in China. At present, DKB has

representative offices in Peking and Shanghai, but foreign institutions are not yet allowed to do full banking business in

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The announcement appears as a matter of record only

JUNE 1984

**The Republic of Trinidad and Tobago****Yen 7,500,000,000****Term Loan**Lead Managed by
THE SUMITOMO BANK, LIMITED
THE TOKAI BANK, LIMITEDManaged by
NATIONAL WESTMINSTER BANK GROUP**NIPPON LIFE INSURANCE COMPANY**

Co-Managed by

THE BANK OF TOKYO, LTD.
ASAHI MUTUAL LIFE INSURANCE COMPANY**BANK OF AMERICA NATIONAL TRUST AND SAVINGS ASSOCIATION, TOKYO BRANCH****THE BANK OF YOKOHAMA, LTD.****THE CHIYODA MUTUAL LIFE INSURANCE COMPANY****SUMITOMO LIFE INSURANCE COMPANY**

Provided by

THE SUMITOMO BANK, LIMITED
NATIONAL WESTMINSTER BANK GROUP
THE BANK OF TOKYO, LTD.
BANK OF AMERICA NATIONAL TRUST AND SAVINGS ASSOCIATION, TOKYO BRANCH**ASAHI MUTUAL LIFE INSURANCE COMPANY****THE BANK OF YOKOHAMA, LTD.****THE CHIYODA MUTUAL LIFE INSURANCE COMPANY****SUMITOMO LIFE INSURANCE COMPANY**

Agent

**The Sumitomo Bank, Limited****THE TOKAI BANK, LIMITED**
NIPPON LIFE INSURANCE COMPANY
ASAHI MUTUAL LIFE INSURANCE COMPANY
THE BANK OF YOKOHAMA, LTD.**SUMITOMO LIFE INSURANCE COMPANY****CREDIT COMMERCIAL DE FRANCE, TOKYO BRANCH****NIPPON DANTAI LIFE INSURANCE CO., LTD.****TOHO MUTUAL LIFE INSURANCE COMPANY****TOKYO MUTUAL LIFE INSURANCE COMPANY****SUMITOMO MARINE AND FIRE INSURANCE COMPANY, LIMITED****Bristol Corporation**

has been acquired by

W-H CORPORATION

The undersigned served as financial advisor to W-H Corporation in this acquisition, assisted in the structuring and securing of acquisition financing, and through an affiliate, Montagu Investment Management Limited, participated as an equity investor in W-H Corporation.

SAMUEL MONTAGU INC
NEW YORKU.S. \$20,000,000
UNION BANK OF NORWAY LTD.
(Fellesbanken a.s.)

FLOATING RATE CAPITAL NOTES DUE 1989

In accordance with the provisions of the Notes, notice is hereby given that for the six months interest period from 11 July, 1984 to 11 January, 1985 the Notes will carry an interest rate of 13 1/2% per annum. The interest payable on the relevant interest payment date, 11 January, 1985 against coupon No. 8 will be U.S.\$337.01.

By The Chase Manhattan Bank, N.A., London Agent Bank

Granville & Co. Limited

Member of NASDIM 27/28 Lovat Lane London EC3R 8EB Telephone 01-621 1212

Over-the-Counter Market

1983-84	Company	Price	Change	Gross	Yield	P/E	Fully
1984	1983	1983	1983	div (p)	Actual	Actual	Actual
152 120	Ass. Brit. Ind. Ord.	136	—	8.3	4.6	10.0	10.4
153 117	Ass. Brit. Ind. CULS.	145	—	10.0	6.9	—	—
78 96	Airsprung Group	56	—	8.4	11.4	5.1	7.5
230 141	Barclay Hill	120	—	14.4	10.0	—	—
62 47	Bray Technologies	47	—	8.6	2.7	12.8	21.3
201 180	CCL Ordinary	195	—	12.0	6.5	—	—
202 180	CCL Preferred	200	—	10.0	5.0	—	—
540 100	Corbarium Abrasives	520	—	5.7	1.1	—	—
248 100	Cindico Group	103	—	6.0	9.0	28.3	57.4
68 45	Deborah Services	228	—	—	—	5.5	5.7
205 75	Frank Horsell Pr. Ord.	87	—	4	8.7	4.3	8.4
63 32	Frederick Parker	55	—	4.3	17.2	—	—
80 45	Globe Blinds	55	—	—	—	—	—
80 45	Ind. Precision Castings	47	—	7.3	15.5	13.0	16.2
218 230	Isti Ord.	2175	—	15.0	6.9	—	—
324 120	Int. Conv. Pl.	120	—	5	17.1	5.1	—
256 165	James Burrough	248	—	13.7	5.5	5.0	5.7
145 100	Lingusphone Ord.	145	—	—	—	—	—
425 275	Minihouse Holding N.	420	—	15.0	15.0	—	—
76 76	Robert Jenkins	76	—	3.8	0.9	30.2	33.1
178 45	Scottronics A.	49	—	20.0	26.3	8.1	5.9
253 170	Stedman Controls	253	—	5.7	11.3	25.8	5.0
424 388	Trevian Holdings	423	—	—	—	2.8	8.0
26 17	Unileck Holdings	20	—	1.0	5.0	11.4	18.0
278 236	W. S. Yeates	245	—	17.1	7.0	5.5	11.7

INTL. COMPANIES & FINANCE

Terry Povey reports on the problems of the most Westernised company in Japan

New-look Sony plans to fight static sales

"SOON THE world will see a new-look Sony, our character is changing," This is the message that Mr Akio Morita, the company's 63-year-old silver-haired chairman and chief executive, is taking to meetings of analysts and investors across the globe.

For all Mr Morita's confidence, however, there are doubts. Has the company really turned the corner as far as profits are concerned? Does it have the new products it needs for the future? Can it avoid further heavy borrowings in order to launch them on a large scale?

Underlying all this is concern that any company as dependent as Sony on the consumer end of the market is especially vulnerable to a slowdown in consumer spending. Sony has only a minor presence in industrial electronics, computers and telecommunications, which are seen as the high growth profit areas for the sector.

To many Japanese, Sony is so Westernised that it is a foreign concern. It is not a member of any of the gigantic industrial and financial empires that straddle the home economy, almost half of its shares are held abroad and over 70 per cent of its sales are overseas.

Yet in the West, Sony has been for two decades probably the single most potent symbol of Japanese success. And more than any other company it can fairly claim to have started the consumer electronic revolution.

As Japan's first truly international corporation, Sony has had to suffer envy and even enmity from many at home. When a group of professional shareholders turned the company's annual meeting in January into a 134 hour ordeal there were, therefore, many ready and willing to gloat at its discomfiture.

Sony's apparently unshakable confidence has made the company a ready target for attack whenever its performance fails to match forecasts. When in the fourth quarter of 1983 profits plunged and stayed down for one year there were many quick to prophesy the company's demise.

At present Sony is coasting along with its existing products. Profits are back up and sales have stabilised around the Y300bn (\$1.24bn) per quarter level.

The company's sales performance over the last 10 quarters underlines its problem. Sales have varied over the period by about 7 per cent around an average of Y233bn.

Net profits have been much more dependent on the yen-dollar exchange rate and the burden of debt payments than on the absolute level of sales.

Sony is still highly dependent on products launched in the mid-to-late 1970s Mr Kimio Okura, one of the company's managing directors, accepts that this is a problem. "At present VCRs and colour televisions are our main products but gradually we have to change this mix. EW are now taking off from the bottom and

Mr Morita sees the perils of over-diversification. "We are not trying to go into everything we are concentrating on our information storage technology.

Sony is rapidly moving to the much vaunted new standard 8mm tapes. "All VCR manufacturers invested massively in the early 1980s to boost their production facilities and no one wants to introduce a new product too early—we all need to reap the rewards of our investments in existing technology," says Mr Okura.

stances. There is no way that we can desert 15m users—if we did no one would even trust us again," says Mr Okura.

Now is Sony banking on a rapid move to the much vaunted new standard 8mm tapes. "All VCR manufacturers invested massively in the early 1980s to boost their production facilities and no one wants to introduce a new product too early—we all need to reap the rewards of our investments in existing technology," says Mr Okura.

terms of future potential. For Sony is actively pursuing OEM business in this area and also supplies its system to Apple Computer and Hewlett-Packard of the U.S. and ACT in the UK.

Monthly production of 100,000 floppy disk drives and 1m discs is due to grow to 300,000 drive units and 5m discs by the autumn.

So where does all this leave the company's finances. Sony is haunted by the "black year" (fourth quarter of 1983 to third quarter of 1983) when earnings dropped to their lowest levels since 1978. The biggest single factor in this was the considerable interest and repayment burden arising from the company's massive spending in 1981 and 1982 (\$630m was invested in two years) and for financing its large inventory.

In order to stay strong in the black, Sony has been obliged to cut inventories and expand its market share levels "very low" for the next two years. R and D spending has also been reduced from almost 8 per cent of sales to under 7 per cent, although the amount—around \$80m—will not change much.

The company has several times spoken of holding back on new products for "business reasons." The threat of a new round of heavy debt is clearly making Sony cautious on spending.

"We are paying great attention to keeping our financial position healthy," says Mr Morita and action to keep costs down heads the company's 1984 target list. "First we will further strengthen our financial structure. We will take every step necessary to build a firm base which will not shake when subjected to severe conditions such as the world's recent depression," says the chief executive.

Another big drawback has to be that at present it is not possible to record one's own discs—although Sony has developed equipment with this facility for professional use. Sales of the compact discs are, however, steadily rising. In the first quarter of this year shipments totalled 35,000 against 100,000 for the whole of 1983. But Sony will soon have to bear the brunt of the price war analysts are forecasting.

Although there are other products that could be mentioned, only the Walkman (sales of \$1m forecast for 1984) and the micro-floppy disk system are likely to have any major impact on company revenues.

And of these two the floppy disc is the most important in

GROUP QUARTERLY RESULTS								
	Video (Ybn)	TV (Ybn)	Audio (Ybn)	Other (Ybn)	Total sales (Ybn)	Oversales %	Net profits (Ybn)	Net interest payments (Ybn)
1982 Q1	111	66	67	29	273	72.7	28.91	3.56
Q2	120	63	59	273	73.3	11.44	5.45	5.45
Q3	128	61	52	296	75.0	11.00	5.87	5.87
Q4	135	62	52	272	72.3	2.48	7.41	7.41
1983 Q1	113	65	64	31	273	70.9	5.98	5.45
Q2	110	60	58	35	263	69.4	4.94	3.02
Q3	114	67	59	35	275	70.8	6.20	2.54
Q4	120	75	65	40	300	72.9	12.68	2.59
1984 Q1	133	75	62	39	309	70.7	17.27	2.19
Q								

Sales

LMI 'acquisitions justified' as profit rises to record £5m

PROFIT RECORDS were broken at London and Midland Industries in the year to end-March 1984 and shareholders are set to receive a better than forecast dividend.

Mr C. M. Beddoe, the chairman of this engineering, industrial services and consumer products concern, says that virtually all companies performed well with many of them achieving record results.

For the group as a whole profits on the taxable level advanced from £2.83m to just over £5m or turnover ahead by £3.5m to £71.17m.

The dividend is being raised from its stated level of 7.75p over the past four years to 8p by a final payment of 4.5p. At the interim stage the profits were about £2.51m against £2.12m the company said it would match last year's payout.

The results include a first full year contribution from the seven companies purchased from Johnson and Firth Brown in January 1982.

These businesses performed ahead of expectations, "more than justifying the acquisition," Mr Beddoe states.

Also, the year included first time results from Banbury Homes and Gardens which the company acquired in April 1982. Following this, the group split this company into three separate subsidiaries. Mr Beddoe says that they are all trading profitably and for the year under review contributed £500,000 to group profits.

Commenting on current year prospects Mr Beddoe says: "The overall picture has been strong and we view the prospect of further growth in the future with considerable confidence as we now have a very firmly based and well diversified group."

Taxable profits for 1983-84 were struck after higher interest payable of £1.14m (£36,000) but on a 40 per cent tax charge.

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Yesterday morning the European Options Exchange reached the magic number of 10,000,000 Option contracts traded since its opening in 1978

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The Fund is now able to issue Participating Shares in Japanese Yen in addition to the present Sterling, U.S. Dollar, Deutschmark and Swiss Franc Shares.

Participating Shares of the Fund are listed on The Stock Exchange.

Particulars of the Fund are available in the Extel Statistical Service and may be obtained from the Manager of the Fund:

Schroder Management Services (Jersey) Limited
Waterloo House, Don Street, St. Helier, Jersey, Channel Islands

By order of the Board
Schroder Management Services (Jersey) Limited
Secretary

11th July, 1984

Mr. P. J. Rowlinson,
Chairman, reports
on the year ended
31st March, 1984

★ Pre-tax profit £762,574
★ Another year of substantial reduction in borrowings of over £4 million
★ Property developments programme widened to the London area
★ Annual dividend held
★ Profits should be maintained at a similar level

Accounts available from the Secretary

ROWLINSON SECURITIES PLC
London House, London Road South
Poynton, Cheshire SK12 1YP

Wintrust moves ahead to £2.4m

A SATISFACTORY increase in profits, before tax, from £2.15m to £2.38m has been shown by Wintrust, banker, for the year ended 31 March 1984. The directors say that the successful trend in profitability has continued during the first three months of the current year, and expect that full year profits will again be at record levels.

The net final dividend has been lifted from 2.8p to 2.87p which raises the total from 3.81p to 4.3p. Earnings per 20p share are given as higher at 12.85p (14.01p).

Against the background of the turnaround at the Banbury businesses bought only last April from London Brick which sit in the group alongside the healthy Compton operation. Both the home improvements businesses have been a flying start to the current year, with a flood of orders in the first quarter.

The group has had an excellent buy-with-the-gains from the top-performing U.S. furniture packaging company exceeding the disappointing South African and Australian companies which have been linked with the UK business.

After extraordinary costs of £496,369 (deferred tax), against £31,796, ordinary dividends will absorb £335,227 (£250,671). Preference dividends take the same again at £110,945 leaving profits up to £361,617 to £446,173.

CML Microsystems

A pre-tax profit of £912,204 for the year to March 31, 1984, compares with the forecast of £841,000 made by CML Microsystems at the time of its entry to the Unlisted Securities Market in February.

The directors say the results indicate sustained second half profitability. The pre-tax figure expanded by 125 per cent from £404,148 and turnover was up by 61 per cent from £2.61m to £4.23m.

Turnover from £1.51m to £3.98m and there were minority debts this time of £13,573, leaving attributable profits up from £253,132 to £55,781. Earnings per 10p share more than doubled from 10 to 22.

The present year has started well, say the directors, with current sales and order books of both UK and U.S. operating companies ahead of the corresponding period last year. The investment programme to increase design and production facilities is running to plan.

As indicated in the prospectus, the directors do not intend to recommend a dividend for the year to March 31, 1984.

Fuller tops £3m

The progress achieved during the first six months at Fuller, Smith & Turner, brewer, has been maintained for the whole of the year to March 30 1984.

Taxable profit passed the £3m mark for the first time to finish at £1.08m up from £1.06m, on turnover which increased by 14.2 per cent to reach £32.26m.

The directors are proposing a final dividend of 3.25p per £1 A ordinary share, making a total of 5.56p for the year against 4.44p adjusted for last August's capitalisation. The B ordinary shares receive their due proportion of 3.25p per £1 share are given as 21.76p (20.89p).

The tax charge was up from £1.07m to £1.43m, and after an extraordinary debit £468,000 (credit £1.35m) the attributable figure was £1.09m (£2.86m).

Fleming O'seas Tst.

Revenue attributable to ordinary shares rose from £2.83m to £3.2m in the year to June 30 1984, at Fleming Overseas Investments.

The improved results emerged from gross income which also increased, up from £5.47m to £6.24m, from which management expenses took £500,440 (£329,786), interest £10,656 (£2,256) and tax £2.5m (£2.28m).

The second interim dividend is unchanged at 4p per ordinary share, to maintain the 7p total. Earnings per share are shown at 7.23p (6.38p).

Yearlings at 11 1/2%

YEARLINGS AT 11 1/2 PER CENT

The interest rate for this week's issue of annual authority bonds is 11 1/2 per cent, up by a percentage point from last week and compares with 10 1/2 per cent a year ago. The bonds are issued at par and are redeemable on July 17, 1985.

A full list of issues will be published in tomorrow's edition.

Diamond Stylus

IMPROVED pre-tax profits of £81,507, against £75,462, have been reported by Diamond Stylus for the year ended March 31 1984. The company which manufactures and distributes diamond-tipped gramophone stylus, raised turnover by £12,009 to £2.15m.

Particulars of the number of shares offered at £65,207 (£75,460), and after adding back taxation reserves, the result was £85,276 (£227,016). The directors propose raising the dividend to 6.5p against 6.455p last time.

Saxon Oil

Saxon Oil's recent one-for-four rights issue has been taken up by holders accounting for 4.45m (99.38 per cent) of the shares offered. The balance has been sold in the market at premium of 70p gross per share.

UK COMPANY NEWS

£6.6m turnaround at Time Products

REFLECTING the results for the year ended January 31 1984 showing a turnaround of £6.6m, the confidence in the future, Time Products is returning to dividends with a pre-payment to shareholders of 1p net per share.

In the UK profits almost trebled and in Hong Kong the Remex Group showed a dramatic turnaround. Aided by a substantial cut in finance costs this gave a pre-tax profit of almost £2.7m for the year, compared with a loss of £3.88m. Remex reduced its borrowings from £18m to £12m, and the bankers have shown confidence by converting relatively short term borrowings to three year loans.

In return the banks have been given an option over 10 per cent of Remex for £229,000 exercisable 1991.

The company is a watch and clock manufacturer, distributor and retail jeweller.

Turnover in the UK rose from £28.8m to £50.54m, and profit came to £1.42m (£501,000) before finance credits of £82,000 (loss £225,000). Remex produced turnover of £20.15m (£23.78m) and a profit of £3.5m (loss £57,000), subject to finance costs of £1.42m.

A major element of fundamental changes in management structure and trading policies

BOARD MEETINGS

The following companies have notified dates of board meetings to the Stock Exchange. Such meetings are usually held in the month following the financial year end. The date of the meeting, the date of the financial statements, the date of the dividend, and the date of the annual general meeting are also given.

Official indications are not available as to whether the dividends are interim or final and the subdivisions shown below are based on last year's timetable.

TODAY

Interims—General Consolidated Investment Trust, Going Kerr, Selsdon Business Leasing, Tsc, Tsl, Thermal Syndicate.

Finals—Brennan, H. P. Bulmer, Dasean, Heinz Bar, Leopold Joseph, McGroarty Investment Trust, William Ranson, Rowntree, Tex Abrasives.

July 17—Brennan (O. F.) Burton's Brewery, County Properties, Gainsborough Industries, Jarvis (J.) Morris Oxo, Oceans, Victoria's Carpet.

July 18—Black Arrow, Burton's Brewery, County Properties, Gainsborough Industries, Jarvis (J.) Morris Oxo, Oceans, Victoria's Carpet.

July 19—Bobby (J.) Burton's Brewery, County Properties, Gainsborough Industries, Jarvis (J.) Morris Oxo, Oceans, Victoria's Carpet.

July 20—Black Arrow, Burton's Brewery, County Properties, Gainsborough Industries, Jarvis (J.) Morris Oxo, Oceans, Victoria's Carpet.

July 21—Bobby (J.) Burton's Brewery, County Properties, Gainsborough Industries, Jarvis (J.) Morris Oxo, Oceans, Victoria's Carpet.

July 22—Black Arrow, Burton's Brewery, County Properties, Gainsborough Industries, Jarvis (J.) Morris Oxo, Oceans, Victoria's Carpet.

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July 31—Black Arrow, Burton's Brewery, County Properties, Gainsborough Industries, Jarvis (J.) Morris Oxo, Oceans, Victoria's Carpet.

July 32—Black Arrow, Burton's Brewery, County Properties, Gainsborough Industries, Jarvis (J.) Morris Oxo, Oceans, Victoria's Carpet.

July 33—Black Arrow, Burton's Brewery, County Properties, Gainsborough Industries, Jarvis (J.) Morris Oxo, Oceans, Victoria's Carpet.

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UK COMPANY NEWS

Marling over £2m and current year starts well

Marling Industries has pushed full-year taxable profits just past the £2m mark for the first time ever and says that both sales and profits so far in the current year have recorded healthy increases.

The profit, compared with £575,000 (1983), was achieved on turnover of £27.4m against £26.07m and was struck after interest payable of £522,000 (£564,000). There was no contribution from associates, but this is an improvement on the £131,000 loss reported in the comparable 12 months.

Marling, an industrial textile manufacturer, is raising the dividend from 1.08p to 1.3p with a final payment of 0.78p.

At midway, profits amounted to £788,000 (£593,000) on turnover of £12.82m (£11.4m).

"The past months have proved some of the most significant in Marling's history," says Mr Peter Held, the managing director.

"We have concluded a number of transactions which have both released capital and provided a strong base for future development. At the same time, results have started to come through from management's effort to develop products, invest in modern machinery and build strong management.

Earlier this year Marling negotiated the disposal of its woven and non-woven cloth manufacturing interests in Stroud, Gloucestershire, which will release approximately £1.2m.

On June 29 Marling entered into an agreement with W. R. Grace to dispose of its interests in Lofit (UK), Europe SA (France), Lofit Verwaltungs- und Lofit Verpackungs (Germany).

In the year to June 30 1983 these interests made £444,000 before tax. The agreement is conditional upon approval by shareholders of both Marling and W. R. Grace.

Also in June Marling acquired a 10 per cent interest in Lillingwood Fabrics Inc, a webbing manufacturer located in Ontario, Canada. Marling has options to increase this stake either to 25 per cent or 49 per cent.

This transaction places Marling much more firmly in the North American market and has enabled it to secure a major order worth approximately \$2m for seat belt webbing in the U.S., says Mr Held.

Tax for the year took £647,000 (£197,000) and there were extraordinary debits of £442,000 (credit £180,000). Earnings per share were 8.93p (2.48p).

Utd. Leasing doubles to £3½m—outlook promising

MORE THAN doubled profits of £3.45m for the year ended March 31 1984 are announced by United Leasing. And the current year already looks very promising—the directors are certain that year-end results "will again be

at a minimum price of 140p. Turnover expanded from £26.21m to £51.47m and the operating profit from £5.13m to £10.18m.

After operating expenses £4.45m (£2.24m), interest payable and similar charges £2.48m (£1.65m) and taking in investment income £212,000 (£220,000), the pre-tax profit is £5.45m (£1.59m).

The group leases and sells second hand IBM machines as well as selling new computers. It is in the process of reducing its exclusive dependence upon IBM by exploring new related business areas.

In the U.S. this includes financing for high technology products, including satellite transponders.

Each of the major subsidiaries is at a different stage of the market cycle, and the directors are confident that the group's

success in the U.S. will be reflected in the results of the other businesses.

The business effect of the 1984 Budget is expected to

reduce the dominance of the

subsidiaries of the main clearing banks, and to open the market to independent leasing companies.

Progress in Germany has been achieved in recruiting and developing a strong sales force at the new offices near Dusseldorf, with the result that contribution to profits during the current year is already significant.

In the UK two partly busi-

ness ventures were developed

during the year and are also

making respectable contributions

at a minimum price of 140p.

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F. H. Lloyd recovers to £1m

DESPISE persistent weak demand in most of the group's market, taxable profits of £1.06m for the year ended March 31, 1984, compared with £635,000 last time. External sales slipped from £66.64m to £66.08m.

The dividend is lifted from 1p to 1.25p per share.

Most of the profit increase was achieved by midway, when profits were £406,000, against just £33,000, and although the directors said the modest improvement was encouraging, they warned that market uncertainties and severe competition persisted.

The group achieved a record £5.91m in 1976-77 on sales of £23.77m.

Although competition in most areas remains severe, and the group has acquired stakes in two potentially important growth areas, a 40 per cent interest in Lee Bessley Holdings, a mechanical and electrical engineering contractor, and Rollstuds, a supplier of high quality fastenings to oil

gas and petrochemical industries.

• comment

These results from F. H. Lloyd show how extraordinarily well the company has capitalised on public funds to help maximise its value out of available leadings to a useful profits improvement at a time when trading conditions in the traditional areas of activity are still in deep recession.

By cutting out all surplus capacity, the way is now clear for management to start concentrating on bettering margins. This will not be easy given the underlying state of the foundry and steel markets, so it makes sense for Lloyd to switch its strategic emphasis to engineering and services, which at least have some growth potential. The indications so far are that all subsidiaries are now trading profitably. With no more extraordinary or exceptional results expected and no final income possible from the sale of the plant, this year looks set fair for another improvement.

At 32½p, Lloyd is capitalised at £7.8m.

He adds that there have been constructive divestments and investments in engineering and services and the group has acquired stakes in two potentially important growth areas, a 40 per cent interest in Lee Bessley Holdings, a mechanical and electrical engineering contractor, and Rollstuds, a supplier of high quality fastenings to oil

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Britannia Security to raise £920,000

By Alison Hogan

Britannia Security Group which comes to the UK this week capitalised at £5.3m expects domestic security systems connected to a central monitoring station, to be as common as central heating in a few years' time.

It is with such a potential market in mind that stockbroker Roy James this week places 1.76m shares at 62.5p per share to raise £1.1m for the company.

After tax of £172,000 (£20,000) earnings per 25p share are 8.7p against 9.1p and the dividend is effectively lifted from an adjusted 2.25p to 2.8p with a final distribution of 2p.

James Howden and Co, Glasgow, made a further substantial contribution to group profits, with James Howden South Africa having a successful year, company receiving an order for a major replacement of equipment at Hendrina power station.

The directors say that work on the fans and preheaters for Letheabo and Kendal power stations will continue to maintain a base load for some years.

James Howden Amsterdam had a good year, directors say, during which a contract was obtained for air preheaters for Borssele power station in Holland. Although James Howden America had a quiet period, with the recovery in the U.S. economy, prospects for the current year are promising.

Results of the refrigeration companies reflected the depressed conditions in the industrial refrigeration market.

Airscrew Howden figures fell short of expectations, but an improved performance is anticipated in the current year with Nos. 2 and 3 in California having a good year with an increased profit contribution.

Howden Attack and Howden Safanci, South Africa, specialising in industrial and mining pumps and small fans, both had satisfactory years—Howden Safanci has received a contract for the supply of fans for the dry cooling system at Matimba, the world's largest dry cooled power station, directors point out.

The directors point out that the group has enjoyed a very good debt record, but in the past two months of the year certain debtors ran into unexpected financial difficulties. It is likely that some substantial recovery of the provision will be possible.

Turnover of the group, which makes industrial protective coatings, was up from £1m to £4.5m. The indications so far are that all subsidiaries are now trading profitably. With no more extraordinary or exceptional results expected and no final income possible from the sale of the plant, this year looks set fair for another improvement.

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He adds that there have been constructive divestments and investments in engineering and services and the group has acquired stakes in two potentially important growth areas, a 40 per cent interest in Lee Bessley Holdings, a mechanical and electrical engineering contractor, and Rollstuds, a supplier of high quality fastenings to oil

Howden Group rises to £10m with order book at high level

HIGHLIGHTS

Lex concentrates on the latest market in the financial markets and the tools, certainly that base rates will have to rise further. In the market, equities are moving into institutional selling in response to interest rate

fees, a feature which has been largely absent recently despite weak prices.

The group's order book continues at a high level, directors state, liquidity remains healthy, and they anticipate a satisfactory result in the current year.

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In Canada Brown Bovill increased its contribution to group profits, and Godfrey Howden had a satisfactory year.

James Howden, Australia, produced another good performance with fabric filter activity that predominant feature. Contracts on hand for this product makes a base load for the company for some years the

valuation.

Pre-tax profits (excluding property profits) up 28% this year - more than double two years ago

Pre-tax profits (including property profits) up 12% this year - up 56% over two years

11 strategic moves since March last year

Final dividend to be increased by 15%

the acquisition of companies in fields complementary to our core activities

the development of a strong management team.

DIVIDEND

The Board has recommended a final dividend of 6.5p net per ordinary share, an increase of 15% and an equivalent increase in the total dividend for the year.

Geoffrey Hawkins

Chairman and Chief Executive.

5th July 1984

FINANCIAL HIGHLIGHTS

52 weeks ended 28th April 1984

1983/84 £000

1982/83 £000

Profit before tax (excluding property profits)

15,886

12,620

UK COMPANY NEWS

APPOINTMENTS

Murray Tech. lifts unlisted securities investment to 79%

HIGHER management expenses at Murray Technology investments more than offset an increase in dividends and an unlisted interest resulting in lower net revenue after tax of £112,763, up £22,566, in the year to end-March 1984.

Dividends and interest for the year rose from £451,551 to £475,885 but management expenses climbed by £131,194 to £388,001 — other expenses amounted to £24,121 (£23,178).

As forecast at the interim stage, the dividend is being reduced, with the directors recommending a payment of 6.8p compared with 7.5p.

Tax took £19,007 (£24,458) to give attributable revenue of £94,756 (£136,608). Dividends will absorb £60,000 (£112,500).

Net assets value per share at the year end stood at 138.4p against 134.9p a year previous.

During the year an additional nineteen investments were completed in new unlisted companies at a cost of £3,866, which was split as £3,836 in four new U.S. companies, £2,455 in four in the UK, and £12,402 in one Danish company.

Unlisted investments now represent 79.4 per cent of shareholders assets with 48.8 per cent in the U.S. and 28.6 per cent in the UK.

The combined value of listed and unlisted investments, government bonds and net cash at the year end amounted to

£20,866 (£20,244). The value of listed investments at March 31 was £2,811 million in dividends and an unlisted interest resulting in lower net revenue after tax of £112,763, up £22,566, in the year to end-March 1984.

Comment
A decline in the share prices in the U.S. technology sector of the order of 29 per cent has inevitably hit the portfolio valuation of Murray Technology in the past year. One spin-off has been a lowering of the cost of investing in unquoted technology companies, according to Murray Tech. technology with some exciting investment opportunities which it has not been slow to exploit. The company's strategy is to increase the proportion of assets invested in unquoted companies. The next need of director, Ross Peters to date on the investment bodies well for the future. Its most recent UK investment to seek a quotation is TDS Circuits. Dealings are about to begin on the USM with the initial offer having been comfortably oversubscribed. The valuation of the service is £280p for Murray Technology. It has also competed with the £731,500 company valuation included in the report and accounts. Several more companies should seek a listing in the next 12 months helping towards a further significant improvement in net asset value.

Bett maintains recovery

THE RECOVERY shown by Bett Brothers in the second half of last year has been maintained in the first half of 1983-84, and directors are confident of prospects.

The building and ancillary services group suffered a £220,000 loss to the end of February last year, but reversed the trend to make a pre-tax profit of £376,000 by the end of the year to August 31. In the half-year to February 28, 1984, the pre-tax profit amounted to £616,000.

The directors expect to finish

the year with £1.1m.

Turnover at midyear was up at £11.5m (£9.21m) and is forecast to finish the year at £20.05m.

The interim dividend is raised to 1.2p (1p) while tax for the half-year was £308,000 (nil).

Until the turnaround last summer, group pre-tax profits had been declining from a peak of £2.86m in 1976-77. The forecast for end-1984 still puts profits at a level below the 1981-82 level of £1.27m.

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Rouse Woodstock (Jersey) Limited,
Tel: Jersey 75999

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Tel: Geneva 36-72-44

Rouse Woodstock (A.G.)
Tel: Zurich 252 8211

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Name: _____

Address: _____

Telephone: _____

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London El 8UN.

Tel: 01 481 2121

URB Rouse Woodstock (Pte) Limited,
Tel: Singapore 464646

Rouse Woodstock International Pte. Ltd.
Tel: Sydney 232 1382

LMI plc

Considerable Progress

Preliminary Results

Year ended 31st March

1984 £'000 1983 £'000

Sales	71,170	40,584
Profit before Tax	5,018	2,929
Ordinary Dividend	8p	7.75p

- Main Activities:
- A new record in sales and profits
- Home Improvement
- Consumer Products, Specialised
- Engineering Products & Services
- Fastener Distribution & Specialised Manufacture
- Operations based in U.K. & U.S.A.
- Increased dividend
- Strong financial position with good resources
- Current year's trading started strongly

C.M. Beddow, Chairman

Head Office:
238 Old Marylebone Road,
London NW1 5QT.

London & Midland Industries
p.l.c.

LMI

New BUPA chief

BUPA has made the following appointments: Mr D. V. Damerell will retire as chief executive on August 4 and has been appointed deputy chairman on a non-executive basis. On August 4, Mr R. M. Graham, acting chief executive, will become chief executive and Mr K. G. P. Crafter becomes deputy chief executive. Mr Crafter will retain his responsibilities for group finance. Lord Wigoder has been re-elected as non-executive chairman.



Mr R. M. Graham, chief executive of BUPA

DILLON READ (formerly Dillon Read Overseas Corporation) has appointed Mr Roy Danzile and Mr Dimitri de Guzman as managing directors. Other senior appointments are Mr Richard Allen and Mr Renato Rivalta, senior vice-president; Mr James Foster, vice-president, secretary and treasurer; and Mr Michael Allen, Miss Catherine Needham have been appointed assistant vice-presidents. The chief executive officer and chairman of Dillon Read is Mr Michael Morris. Mr Lorenzo D. Weissman is president and chief operating officer.

Professor Sir Thomas Richard Edmund Southwood has been re-appointed chairman of the ROYAL COMMISSION ON ENVIRONMENTAL POLLUTION.

Professor Southwood is Linacre Professor of Zoology at Oxford University. He has been a member of the Royal Commission on Environmental Pollution since 1973 and chairman since 1981.

ERNST AND WHINNEY has admitted to partnership the following — at Birmingham Mr Alan Liddell, at Bristol Mr Chapman and Mr Mike Fairclough; at London Mr Eric Anstee, Mr James Dixon, Mr Richard Murray, and Mr Charles Watt; at management consultants Mr Mark Von Bergen, Mr Michael Gardiner, Mr Paul Mason and Mr Andrew Pawlowicz.

CLYDE PETROLEUM has appointed Air Vice-Marshal John Price as administrative manager. He has recently retired from the Royal Air Force in which his last appointment was Assistant Chief of Air Staff (operations).

C. S. INVESTMENT MANAGEMENT has appointed Mr Brian Hopkinson as a director, with special responsibility for Japan and the Far East.

ALFRED BOOTH AND CO. has appointed to its board Mr A. W. Graham and Mr R. A. Shuler. Unit Construction, a subsidiary, has appointed Mr R. C. Houston a divisional director of its Northern Ireland division and Mr D. J. Webb a divisional director of its Southern division.

Mr J. C. R. Eowyn has been appointed chairman and Mr A. P. D. Bridges and Mrs V. A. Perkins joint chief executives of REED STENHOUSE ENERGY.

TI GROUP has appointed Mr Michael R. Williams to the board as technical director. He will join TI on September 1. He is at present director of advanced materials with Rolls Royce.

Mr David Hardman has been appointed managing director of GODFREY DAVIS EUROPAC. He was deputy managing director.

Mr Ken Paige, managing director of CEC, has recently relinquished his executive responsibilities on reaching retirement age. He will continue on the board in a non-executive capacity. Four executive directors will now take responsibility for different facets of the company's operations. They are Mr Tony Allen, Mr Alan Mainwaring, Mr Roy Mainwaring and John Mainwaring. Mr Philip Hunter and Mr Colin Coast will continue in their positions of directors of finance and personnel, respectively.

BANK ITC has appointed Mr A. P. M. Brans chairman of its management board.

Mr Jerry Crowley, Mr Peter Gibbons, Mr Michael Hope-Lewis, and Mr Denix Moron have joined the partnership of LAURENCE, FRUST AND CO., stockbrokers.

Mr Vincent Slevin becomes a director of MORSE OFERDAL from August 1. He joined in September 1983 from The Irish

Mr Alasdair B. Thomson has been appointed deputy managing director of MARPLES INTERNATIONAL. Mr Thomson joined the Marples Group in 1976.

Mr Mike Marshall, technical director, has been appointed general manager of ARROW CONSTRUCTION EQUIPMENT. His title will be director and general manager. Mr Paul Young has been appointed commercial director. He was previously chief accountant for Arrow and will retain responsibility for all accounting functions in his new role.

Mr Alan Oller, who joined the Yorkshire Switchgear Group a year ago, has been appointed managing director of THE MECHANICAL MANUFACTURING COMPANY, a member of the group. He has also become a member of the YS board. Mr Peter L. Graves has become commercial director. Mr Tom Menell has been appointed engineering director. Mr Alastair Gray becomes Eimco's director.

The BRITANNIA GROUP OF INVESTMENT COMPANIES has appointed Mr P. M. Castello finance director of Britannia International Investment Management of Jersey.

Mr Peter Sheen, a senior executive at Shell UK Oil's head office and a member of the motorcycle industry's executive board, will take over the position of director-general of the MOTOR CYCLE ASSOCIATION on August 1. He succeeds Mr C. J. L. Lewis, who is now a divisional manager responsible for the training of Shell staff and all Shell retailers in the UK.

Mr Mark Birtwistle has joined BEDE SECURITIES from Peat Marwick Mitchell as group financial controller. Mr Anthony Hedges has joined Bede Futures Management as a director. Mr Ruth Wolf and Co. Mr Hedges will head the research team of mathematical and statistical analysts.

C. T. BOWRING AND CO has appointed Mr A. C. Mitchell managing director of Bowring Members Agency.

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Strong performance from IC Gas

— further growth anticipated

Results in brief

Years ended 31st March	
1984	1983
£50.0m	£38.5m +29.9%
£34.6m	£29.1m +18.8%
26.7p	22.86p +16.8%
12.5p	10.6p +17.9%

Points from the Annual Report:

CALOR

"Calor's results are indeed gratifying. The weather factor will continue to play an important role but the underlying trend is positive."

COMPATIR

"The immediate future may bring no more than a modest improvement but should be followed by a period of material recovery."

F. E. Zollinger, Chairman

IC Gas Group comprises: CALOR GROUP — sale and distribution of Calor Gas and appliances; COMPATIR GROUP — manufacture and supply of compressed air equipment; OIL OPERATIONS GROUP — gas and oil exploration and production; BELGIAN GROUP — investments in electricity and gas industries and in Petrofina S.A.

ICGas

Copies of the 1984 Report and Accounts can be obtained from:
Imperial Continental Gas Association
14 Moorfields Highwalk
London EC2Y 9ES.

United Leasing more than doubles profits.

Summary of financial highlights, 1983-4

	Year ended 31st March 1984	1983	Increase %
Turnover	£51.5m	£26.2m	+96%
Profit before taxation	£ 3.5m	£ 1.5m	+126%
Profit before extraordinary item	£ 2.9m	£ 1.2m	+151%
Net Assets	£11.7m	£ 5.1m	+129%
Earnings per ordinary share	22.9p	11.3p	+103%
Dividends per ordinary share	2.8p	-	-

The year ended 31st March 1984 was an excellent period for United Leasing plc. The current financial year is already showing many healthy signs. The Group is in the process of reducing its exclusive dependence upon IBM. This is being achieved by exploring new but related business areas. In the United States this includes financing for high technology products, including satellite transponders. In the United Kingdom it includes diversifying into micro-computer and micro-software distribution, software funding and lease packaging for one-off financial structures. The business effect of the 1984 Budget is expected to reduce the dominance of the subsidiaries of the main clearing banks and to open the market to independent leasing companies having the creative talent to develop new market opportunities. We welcome this challenge.

The current year already looks very promising for the Group. We are certain that our year-end results will again be exciting.

Patryc Mitchell
Chairman
10th July 1984



United Leasing plc
14 Welbeck Street, London W1M 7PF. Tel: 01-935 7104

The above financial information is extracted from the full accounts of the Company as at 31st March 1984 on which the auditors have expressed an unqualified opinion. The Annual Report and Accounts will be posted to shareholders on 2nd August 1984.

First Castle Electronics p.l.c. REACHING GREATER HORIZONS

The following results were announced to shareholders at the AGM on 6th July 1984.

Turnover more than doubled at £14.5m.

Dividend cover increased to 2.7 times.

Earnings per share at a new record of 9.21p.

Profit before taxation increased to £1.25m.

Net assets increased to £1.25m.

Dividend per share increased to 2.7p.

EPS increased to 9.21p.

</div

NEW YORK STOCK EXCHANGE 28-30
AMERICAN STOCK EXCHANGE 29-30
U.S. OVER-THE-COUNTER 30, 38
WORLD STOCK MARKETS 30
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SECTION III - INTERNATIONAL MARKETS

FINANCIAL TIMES

Wednesday July 11 1984

WALL STREET

Underlying tone is unsettled

THE STOCK MARKET remained depressed for most of the session, with traders noting the traces of at least one selling programme by a major trader. Prices ended a shade above their worst levels, however, writes *Terry Byland* in New York.

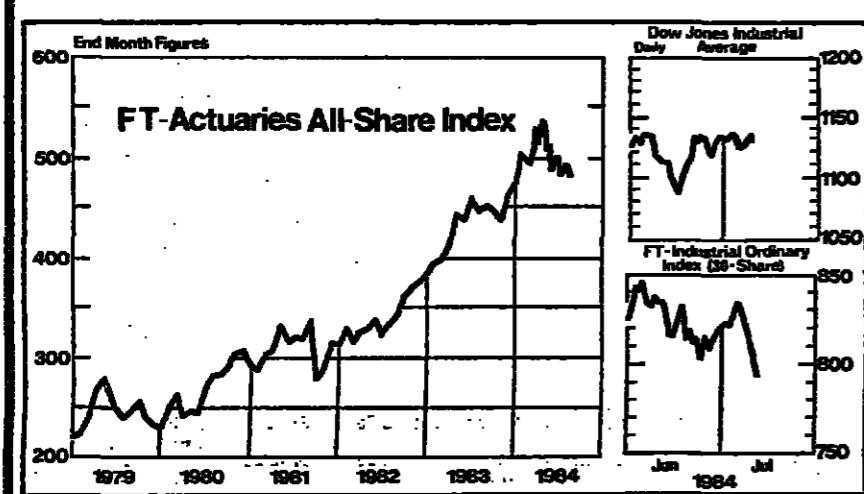
The Dow Jones industrial average closed a net 7.17 points down at 1126.88, on turnover of 74.8m shares - still low by recent standards.

Short-term rates edged higher at first, but some rates slacked after the Fed announced two-day system repurchase arrangements when the federal funds rate touched 11% per cent.

In the bond market, there was no follow-through to the strong gains chalked up at Monday's close, which owed a good deal to activity among market traders as the new 20-year bond was bought and stripped of its coupon. Turnover in bonds was modest during the first half of yesterday's session.

Lacking a firm lead from the bond market, leading stocks shaded lower in sluggish trading, although an increase in block trades indicated that the major institutions were picking up lines of stock at or below market levels.

KEY MARKET MONITORS



STOCK MARKET INDICES					
NEW YORK	July 10	Previous	Year ago		
DJ Industrials	1,126.88	1,134.05	1,207.23		
DJ Transport	471.71	473.66	575.28		
DJ Utilities	125.87	125.82	129.29		
S&P Composite	152.89	153.38	167.08		
LONDON					
FT Ind Ord	793.0	811.6	682.1		
FT-SE 100	1,014.4	1,033.5	835.9		
FT-A All-share	478.83	485.07	435.50		
FT-A 500	517.99	525.87	471.31		
FT Gold mines	560.1	532.3	674.5		
FT-A Long gilt	11.39	11.22	10.93		
TOKYO					
Nikkei-Dow	10,386.61	10,373.22	9,012.41		
Tokyo SE	788.76	788.40	663.03		
AUSTRALIA					
All Ord.	666.5	660.4	614.0		
Metals & Mins.	417.0	412.9	542.4		
AUSTRIA					
Credit Aktien	53.67	53.83	55.72		
BELGIUM					
Belgian SE	142.33	142.56	129.23		
CANADA					
Toronto					
Metals & Mins.	1,831.9*	1,814.1	—		
Composite	2,212.7	2,205.8	2,471.3		
Montreal	Portfolio	N/A	107.74	123.86	
DENMARK					
Copenhagen SE	185.21	184.58	158.78		
FRANCE					
CAC Gen	169.4	169.4	126.2		
Ind. Tendance	109.8	108.9	78.4		
WEST GERMANY					
FAZ-Aktien	335.63	334.44	330.54		
Commerzbank	968.8	964.4	982.4		
HONG KONG					
Hang Seng	805.31	773.80	1,036.42		
ITALY					
Banca Comm.	208.08	209.15	192.24		
NETHERLANDS					
ANP-CBS Gen	157.1	157.0	138.2		
ANP-CBS Ind	128.7	127.0	111.1		
NORWAY					
Oslo SE	244.83	243.29	191.2		
SINGAPORE					
Straits Times	891.76	893.49	977.47		
SOUTH AFRICA					
Gold	n/a	886.7	909.5		
Industrials	n/a	994.8	917.5		
SPAIN					
Madrid SE	128.40	127.57	118.68		
SWEDEN					
J & P	1,478.25	1,479.45	1,354.29		
SWITZERLAND					
Swiss Bank Ind	363.5	363.5	336.7		
WORLD					
July 9	Prev	Yearago			
Capital Int'l	172.1	172.6	179.4		
GOLD (per ounce)					
London	July 10	Prev			
Frankfurt	\$345.00	\$340.00			
Zürich	\$344.25	\$339.00			
Paris (fixing)	\$345.25	\$341.00			
Luxembourg (fixing)	\$348.38	\$338.82			
New York (July)	\$344.75	\$343.00			
	\$343.50	\$347.80			

CURRENCIES					
U.S. DOLLAR	1.3065	1.3065	1.3065	1.3065	1.3065
STERLING	2.8235	2.8395	3.6935	3.705	3.705
(London)	July 10	Previous	July 10	Previous	July 10
S	—	—	1.3065	1.3065	1.3065
DME	2.8235	2.8395	3.6935	3.705	3.705
Yen	241.55	242.6	316.3	316.25	316.25
FFr	8.67	8.7175	11.3525	11.3675	11.3675
SwFr	2.3865	2.392	3.124	3.12	3.12
Guilder	3.1865	3.2055	4.1725	4.18	4.18
Lira	1733.5	1738.0	2277.0	2266.0	2266.0
Bfr	57.435	57.675	75.4	75.3	75.3
CS	1.32775	1.32725	1.7375	1.7335	1.7335

INTEREST RATES

FT London Interbank fixing

(offered rate)

3-month Euro-currencies

(3-month offered rate)

U.S. interest rates

Euro-currencies

(3-month offered rate)

U.S. interest rates

Euro-currencies

(3-month offered rate)

U.S. interest rates

Euro-currencies

(3-month offered rate)

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U.S. interest rates

Euro-currencies

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

Continued on Page 2

AMERICAN STOCK EXCHANGE COMPOSITE CLOSING PRICES

Continued on Page 30

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

Sales figures are unofficial. Yearly highs and lows reflect the previous 52 weeks plus the current week, but not the latest trading day. Where a split or stock dividend amounting to 25 per cent or more has been paid, the year's high-low range and dividend are shown for the new stock only. Unless otherwise noted, rates of dividends are annual disbursements based on

noted, rates of dividends are annual disbursements based on the latest declaration.

- a dividend also extra(s), b annual rate of dividend plus stock dividend c liquidating dividend d called, d new yearly low e declared or paid in preceding 12 months, g dividend in Canadian funds, subject to 15% non-residence tax, i dividend declared after split-up or stock dividend j paid this year, omitted, deferred, or no action taken at latest dividend meeting k dividends declared or paid this year, an accumulative issue with dividends in arrears, n new issue in the past 52 weeks. The high-low range begins with the start of trading nd next day delivery, P/E price-earnings ratio r dividend declared or paid in preceding 12 months, plus stock dividend s stock split Dividends begins with date of split, s/s=sales t dividend paid in stock in preceding 12 months, estimated cash value on ex-dividend or ex-distribution date, u new yearly high, v trading halted vi in bankruptcy or receivership or being re-organised under the Bankruptcy Act, or securities assumed by such companies wd when distributed, wr when issued, wrw with warrants x ex-dividend or ex-rights, xtds ex-distribution.

WORLD ECONOMIC INDICATORS

every Monday
in the
Financial Times

WORLD STOCK MARKETS

NOTES — Prices on this page are as quoted on individual exchanges and are last traded prices suspended. \ddagger Ex dividend. $\ddot{\chi}$ Ex scrip issue. $\ddot{\chi}\ddot{\chi}$ Ex all.

AMERICAN STOCK EXCHANGE CLOSING PRICES

Continued from Page 29

COMMODITIES AND AGRICULTURE

Exporters prepare for tea talks

NEW DELHI — Senior trade officials of India and Sri Lanka have discussed mutual co-operation to boost production and exports of tea, a Commerce Ministry spokeswoman said yesterday.

She said this second round of official bilateral talks between the two leading exporters included discussion of world prices and joint research and development to improve production and quality.

Officials of the two countries also discussed tea packaging and replacing traditional and expensive plywood sheets with cheaper synthetic substitutes.

The spokeswoman said the Commerce Ministry is reluctant to say more at this stage in view of a UN conference of tea producing countries starting in Geneva next week.

Sugar pact failure blamed on Australia

HAVANA — Cuba blames Australia for the failure of the recent United Nations conference in Geneva to reach a new International Sugar Agreement.

The daily Granma newspaper quoted Sr Amadeo Blanco, Cuban Vice-Minister of Foreign Trade, as saying the Australians "not only blocked an economic agreement but also tried to prevent the approval of an administrative agreement."

Mr Blanco added that Australia had insisted any accord should take into account Cuba's important sugar sales to the Communist bloc, which would have cut its world market sales.

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Surprise reaction to zinc price cut

BY JOHN EDWARDS, COMMODITIES EDITOR

THERE WAS a topsy-turvy reaction yesterday to news that Metalgesellschaft, West German smelters, had cut its European zinc production price by \$50 to \$900 a tonne each.

Instead of falling, the cash zinc quotation on the London Metal Exchange jumped by £27.5 to \$554.5 a tonne, and the three months price gained £22.75 to \$653.5.

Dealers noted that the LME price, which reached the highest level for nearly 10 years earlier this year, had already fallen steeply to well below the European producer price level.

The exchange announced yesterday that it has decided to introduce a high-grade zinc contract, with a minimum purity of 98.95 per cent.

The contract, which will start trading on September 3, will run concurrently with the existing standard zinc until November next year when the standard grade contract will be phased out.

The exchange said the introduction of the new contract reflects the fact that production of high grade zinc now considerably exceeds production of the GOB (good ordinary brand) and prime western grade zincs that form the basis for the standard contract.

The announcement on Monday by Preussag, the other West German smelter, that it was cutting output in July and August to match reduced demand in the summer months had clearly signalled that the previous shortage of supplies has eased. Further confirmation was provided by offers at the

U.S. Mint tender to supply zinc at well below present U.S. producer prices.

LME traders believe that the cut in the European zinc production price by Metalgesellschaft may well be the start of a bid by the smelters to break away from the producer price system in favour of free market pricing. Integrated producers, who both mine and smelt zinc, may refuse to follow the latest reduction in the belief that it will not result in any extra sales.

Meanwhile, the London Metal Exchange announced yesterday that it has decided to introduce a high-grade zinc contract, with a minimum purity of 98.95 per cent.

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The figure is slightly below its previously estimated 15.5m to 15.7m tonnes but is above general trade estimates of about 15m tonnes.

• THE EUROPEAN Commission has authorised a special tender on August 1 for UK intervention breaking wheat for sale on the home market, according to the Home Grown Cereals Authority.

The minimum purchase level will be £122.17 per tonne.

• INDIA's foodgrain stocks are estimated at more than 17.17m tonnes as of June 1, sharply up from 16m a year ago, Mr V. V. Varma, Agriculture Ministry spokesman said.

Wheat stocks were 12.55m tonnes (11.26m a year ago) and rice stocks 5.07m tonnes (4.55m).

Sharp rise in cocoa market

COCOA PRICES advanced strongly in the London futures market yesterday regaining some of the heavy losses suffered in the past month. The September position closed £7.50 up to £1,580 a tonne on both trade and speculative buying.

The rise reflected some concern about a shortage of immediately available supplies developing. These were rumours that some Nigerian cocoa qualities were below standard and buyers were, therefore, having to seek supplies from other producers.

• LONDON POTATO futures rose sharply yesterday. The April position gained £1.35 to £135 a tonne. Traders said buying interest was stimulated by suggestions that there had been insufficient rain to relieve the effects of the drought, and developing reports that some irrigated potato production areas would face a cutback in water supplies.

• BRAZIL'S recently completed soybean harvest rose from the 15.6m tonnes from the previous year's 14.8m and the previous record of 15.2m harvested in 1980, the Safras E Mercado newsletter said.

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TROPICAL HARDWOODS

Hurdles to tapping the Amazon's reserves

BY A SPECIAL CORRESPONDENT

AS RESERVES of tropical hardwoods begin to run down in Amazonian African countries, the time is approaching when the huge stocks in Amazonian areas estimated to contain between 25-35 per cent of the world's remaining hard wood, start to be exploited.

The problems caused by the huge range of Amazon wood, is

and with a lot of unrotted organic material in the

soil, is to leave trees

in the forest impossible, and

the extraction of timber by land

is unfeasible.

The last thing that timber merchants want is to be per-

suaded of the attractiveness of

a new type of wood, and start to

take deliveries of it, only to see it

disappear from the market

after a few months. The market

consists on a steady flow for at

least five years, which is diffi-

cult to achieve with Amazon

woods, but not impossible. The

same difficulties applied in Asia,

until the process of grouping

are well known.

There is an average of 120

cubic metres of wood suitable

for use in 1 hectare of de-

forested land, and this can fall to less

than 80 cubic metres in less

dense areas. This means that

there may be less than 1 cubic

metre of any one commercial

timber, formingrafts of up to

1,000 trunks, in the rainy

season. The region's infrastruc-

ture is so deficient that any

other method of extraction is

unviable, and would be inter-

rupted in the rainy season, any-

thing up to six months.

The nature of Amazon wood is

sandy, and with a lot of un-

rotted organic material in the

soil, leaves.

Timber workers with heavy machi-

nes in the forest impossible, and

the extraction of timber by land

is unfeasible.

A third obstacle is that there

are still very few large com-

panies operating in the region.

Traders in Europe and else-

where are reluctant to put

themselves in the hands of one

or two suppliers who, for the

best of reasons or perhaps not,

might interrupt supplies or in-

crease prices unacceptably.

However, these problems are

by no means insoluble. Mr Sergio

Lupatelli, president of the Am-

azonian Timber Merchants Asso-

ciation, Manaus, Santarem, and

Belém, formingrafts of up to

1,000 trunks, in the rainy

season. The region's infrastruc-

ture is so deficient that any

other method of extraction is

unviable, and would be inter-

rupted in the rainy season, any-

thing up to six months.

The work is being done by

Brazil's forestry institute, the

IBDF, to evaluate the country's

timber resources, and work to-

ward a categorisation system.

One result of the IBDF

studies is that the well-

publicised destruction of the

Amazon forest has been shown

to have proceeded at a far

slower rate than forecast.

Only 2.47 per cent of the total

Amazon cover has been altered

in any way so far, amounting

to about 12m hectares. About

0.5m of this, however, has been

affected in the five years 1975-

1980, at a rate accelerating from

1.6m hectares a year to 2.3m a

year more recently.

Much of this clearance has

been done on some of the 10.5m

hectares of plots marked out in

the Amazon for small govern-

ment-sponsored settlers, and on

the 5.2m hectares used for

cattle raising.

Sharp rise in cocoa market

AS RESERVES of tropical hard-

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SECTION IV

FINANCIAL TIMES SURVEY

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The troubled motor industry: a major industrial headache 8

Farming sector: deep anxieties about the future 8

Coal and steel: falling demand forces policy changes 8

The French Left-wing Government has long been aware that 1984 would be its most difficult year in office, but the recent European election results were undoubtedly a painful surprise. In such a hot political atmosphere, the ordinary task of governing is likely to prove more difficult.

FRANCE

Governing under an electoral cloud

By
David Housego
IN PARIS

of blood. "We have entered the final phase of Socialism," proclaimed M Raymond Barre, the former Prime Minister. M Jacques Chirac, the Mayor of Paris has spoken of engaging the government in a fight "without compromise."

An explosive new factor making it more difficult for the opposition leaders to calm the impatience of their troops

If they are badly beaten, then M. Mitterrand will have difficulty in holding onto the Presidency until 1986 through what could be a two-year battle between a Right-wing dominated National Assembly and a Socialist Presidency to decide which has the upper hand.

By the same token, the results of the European election have given the opposition the small

from private schools to the fate of Creusot-Loire, the heavy engineering group that has been placed under official receivership—will be politicised for partisan ends.

France thus enters a long electoral campaign that could drag on to 1988. In such a hothouse political atmosphere, the ordinary task of governing is likely to prove more difficult.

The European election results were undoubtedly a painful surprise. In many ways, the Government is now beginning to reap the fruits of the stabilisation measures introduced in March 1983. Inflation is falling thus narrowing the differential between consumer price increases in France and those of her trading partners. The franc has remained stable within the EMS in part reflecting the foreign exchange markets' confidence that the Government will stick to its anti-inflationary goals.

The external trade deficit has narrowed—though not as rapidly this year as the government anticipated—because export growth has been more sluggish. These orthodox economic priorities are also shared by many on the Right who equally believe that the Left is carrying through a programme of declining industrial sectors such as steel and coal that the right would have found far more difficult to achieve.

On the plus side as well is the consensus that M. Mitterrand has built around his foreign policy and his success

Gaulist style—in projecting France's image abroad. All this means that M. Mitterrand can expect scant mercy from his opponents between now and 1986 with the risk that every major issue—

His support for U.S. intermediate missile deployment in Europe has won him respect in Washington from a conservative administration that disliked both his Socialist credentials and the presence of Communists in the Government.

He has won praise in France from all points of the political compass for his handling of the Presidency of the EEC Council of Ministers—even before the agreement at the Fontainebleau summit crowned it with success. He has demonstrated his power in Lebanon and Chad without being caught in the traps that those explosive situations hold out. He has patched relations with the Soviet Union while yielding no ground over France's support for Andrei Sakharov, the Russian dissident, or on East West issue.

Exasperation

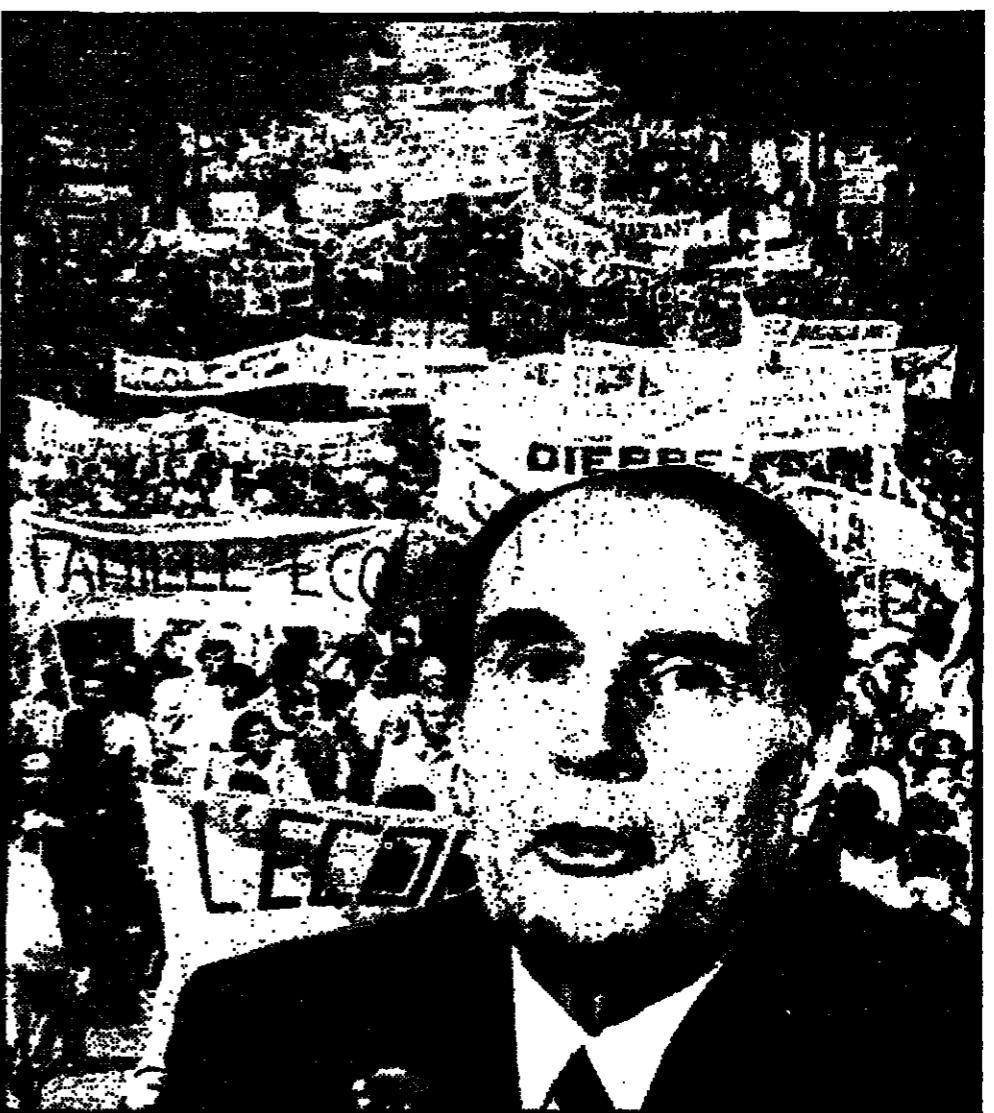
But voters in the European elections were not asked to pass judgement on President Mitterrand's foreign or economic policy. The defeat of the Left and the rise of the National Front reflected both an exasperation with the Government and with the established political parties. The Left's own supporters in 1981 have not forgotten that President Mitterrand promised them a set of policies and then vacated another.

The Government has suffered from its clumsy handling of a number of issues from private schools to steel restructuring and the reform of the press laws. Notwithstanding France's long history of centralised administration, they appear to have had enough. The fact that the French have also come to identify the Left with a style of centralised bureaucratic administration for which they are showing an increasing distaste. They believe that the state is extending its power by raising more taxes, by nationalising banks and industries and by encroaching increasingly over private schools and the press.

He cannot keep on M. Pierre Mauroy as Prime Minister much longer without giving the impression of a government adrift. For the last few months the expectation of a change has left a void in decision-making at the Matignon.

As in March 1983, while M. Mitterrand brooded over what economic policy to follow in

CONTINUED ON
PAGE 3



President Mitterrand can expect scant mercy from his opponents between now and the elections in 1986. Nearly 11m people turned out in the streets of Paris in June as an expression of growing exasperation over what is seen as an unwelcome extension of state power over schools, the press and people's working lives

state is now in the hands of the Socialist and the Communists have obviously fuelled the resentment on the Right. But the result is the paradoxical situation by which a political Left that has always put itself on its side of liberty is now finding itself under attack from an authoritarian Right (M. Le Pen's National Front included) for being repressive.

M. Mitterrand has yet to decide on the shape of the cabinet reshuffle he now clearly intends.

FUTURE SHOCK

Forget science fiction dreams about the day when pancake-flat, solar powered cars will zip along highways on cushions of air.

Future evolutions will be defined by the practicalities of economics.

The next ten years will see cars very much like the prototype shown in the photograph.

The Renault Vesta doesn't look especially futuristic. But it achieves a very futuristic aerodynamic drag coefficient of 0.22, and could attain a dreamy 79 mpg.

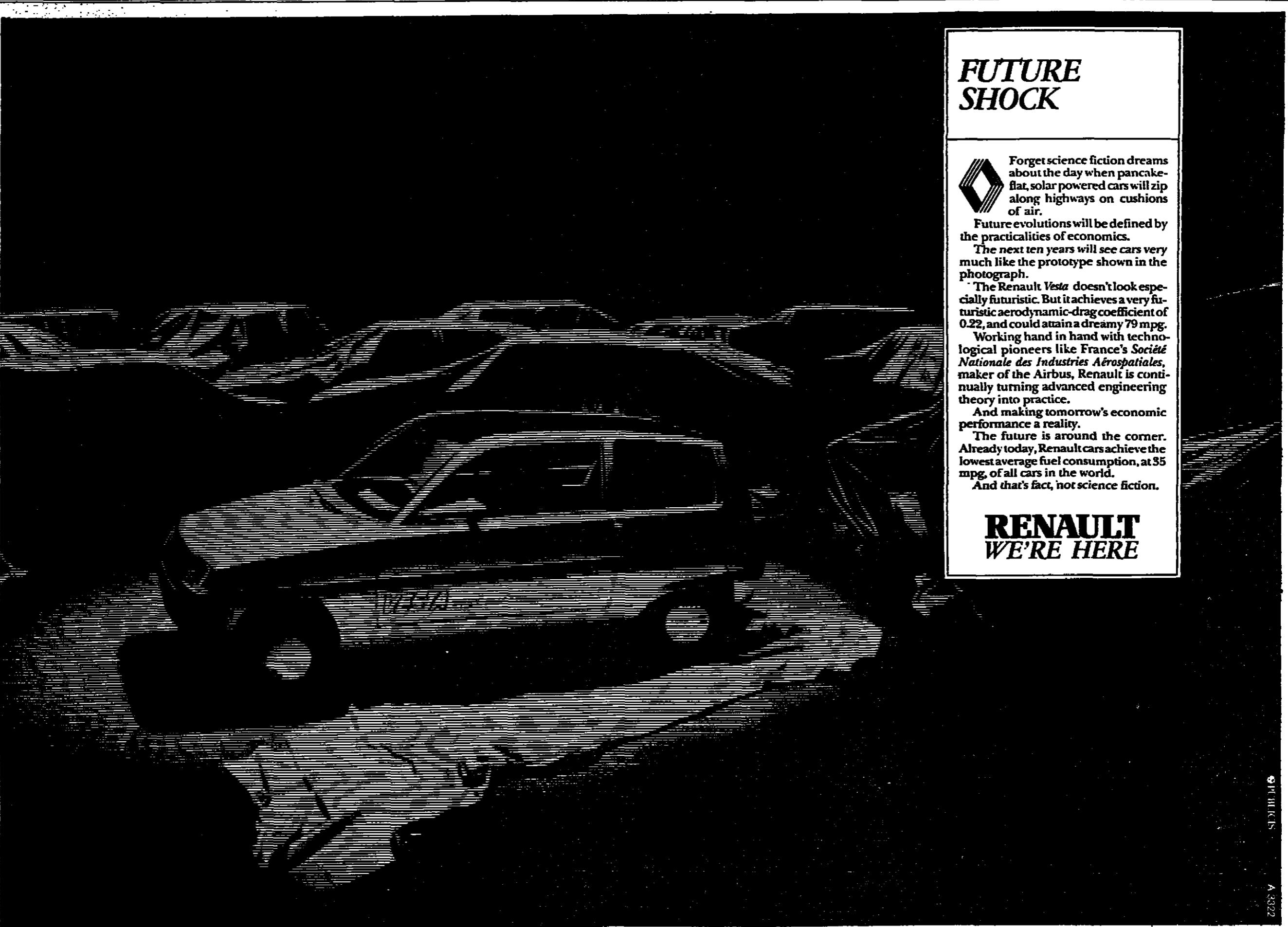
Working hand in hand with technological pioneers like France's Société Nationale des Industries Aérospatiales, maker of the Airbus, Renault is continually turning advanced engineering theory into practice.

And making tomorrow's economic performance a reality.

The future is around the corner. Already today, Renault cars achieve the lowest average fuel consumption, at 95 mpg, of all cars in the world.

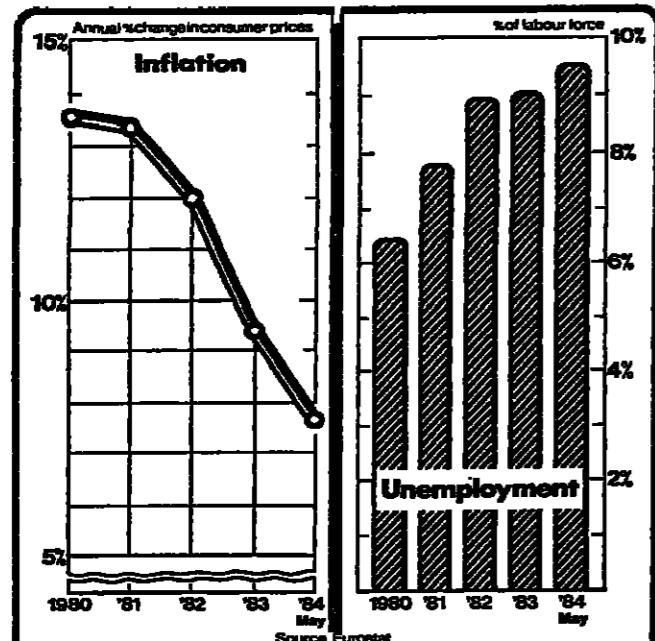
And that's fact, not science fiction.

RENAULT
WE'RE HERE



The 1985 Budget is now being finalised under the banner of a tight clampdown on expenditure.

Battle to cut inflation and reduce trade deficit



SINCE bringing in austerity measures in March, 1983, the Government has stuck to its economic priorities of bringing down inflation and reducing the trade deficit. There is no sign of any significant change of course, notwithstanding the pressure from the Socialist Left and the Communists for fresh inflationary measures.

But with a more favourable international environment and an increase in industrial investment, the Government is now looking to pick up in economic activity from next year and to an improvement in living standards. After two years in which household purchasing power has been stagnant or negative, the Government anticipates a modest 1.6 per cent growth in real incomes in 1985 in advance of the legislative elections of the following year.

The 1985 Budget, which has to be presented to the National Assembly by the end of September, is nonetheless being finalised under the banner of a tight clampdown on expenditure.

In addition, the Government is having to reduce expenditures by a further FFr 70bn to allow room for the cuts in taxation promised by President Mitterrand last year.

The cuts, which will touch both personal and corporate taxation, are intended to give proof of the Socialists' determination to halt the rise of taxation and social security contributions as a proportion of GNP. Last year the ratio rose to 44 per cent—or one of the highest in Europe.

As a result of the stabilisation policies, inflation had fallen on a year-to-year basis to 7.7 per cent in May from 9.3 per cent at the end of 1983 and 9.7 per cent at the end of 1982.

With hourly wage rates rising less fast than prices in the four consecutive quarters up to March 1984, the fall in the inflation rate is expected to continue. Officials hope for an inflation rate of 6.5 per cent by the end of this year, and 5.5 per cent by the end of 1985.

As a result, the differential in France's inflation rate with that of the seven major OECD economies had narrowed at the end of April to 3.1 per cent. This has in large part contributed to the stability of the franc which has not been realigned within the EMS since March 1983.

The trade deficit has also been shrinking—though the figures for the first five months of the year have given the Government cause for concern.

After falling to FFr 58bn in 1983 after FFr 102bn in 1982, the cumulative trade deficit for the first five months of this year was FFr 17.2bn.

The Government expects that with an improvement in the trade figures in the second half, the deficit for the year will end up at FFr 25bn with the current account deficit slightly below that. It will thus be larger than the Government initially anticipated, but officials forecast that the trade account will achieve a surplus of FFr 11 bn in 1985.

Behind the disappointing trade performance in the first quarter has been a slow-down in export growth. Notwithstanding this, the Government is looking to a 3.4 per cent volume growth in exports this year and to 4.8 per cent in 1985.

These optimistic forecasts underpin its hopes both of bringing the trade account back

forecast notwithstanding the anticipation of a slow-down in the world recovery.

Apart from exports, the Government sees the other main component of growth being the revival of industrial investment. INSEE has forecast an 11 per cent increase in industrial investment this year in real terms, stemming from both the nationalised sector and from the sharp improvement in the companies' financial position this year and next.

A further factor contributing to a pick-up in activity next year will be the 1.6 per cent anticipated increase in household purchasing power. Real incomes fell by 0.3 per cent last year and are expected to be only marginally positive this year.

After a 0.9 per cent expansion in real GNP in 1983, official

figures now expect a 1.4 per cent growth rate this year rising to 2.1 per cent in 1985. At this level, French growth will be marginally above that of the average for France's trading partners carrying with it the risk of a new surge in imports.

Little sign yet of revival

The virtual stagnation of the economy, coupled with more intensified industrial restructuring has pushed unemployment up to 2.3m by the end of May from the 2m mark at which the Government succeeded in stabilising it during its first 2½ years in power. By the end of the year, the number is likely to rise to 2.6-2.7m.

It is principally the sharp rise in unemployment that has strengthened the pressure from the Socialist Left and from the

Communists for inflationary measures. But the Government cannot move in that direction without the risk of a further rise in imports exacerbating the trade deficit and thus adding to the foreign debt and the pressure on the franc.

Figures issued by M Jacques Delors, the Minister of Finance, on France's foreign debt show how narrow is the government's room for manoeuvre in shifting the direction of economic policy.

On official statistics, the foreign medium and long-term debt expanded from FFr 187bn (FFr 33.8bn at the prevailing rate of exchange) at the end of 1981 to FFr 451bn (FFr 333.7bn) at the end of the year—much of the increase due to the strengthening of the dollar.

Because of this backlog of debts, as a result of anticipated annual new commercial borrowings of over FFr 60bn a year between now and 1987, the Ministry of Finance expects that repayments on capital and principal will rise from FFr 56bn last year to FFr 119bn by 1988.

To finance the interest pay-

ments and stabilising the overall level of the debt, the Government is thus projecting that the current account will move into surplus next year and then achieve an annual average FFr 30-42bn surplus in the years 1986-1988.

This medium-term balance of payments horizon implies a continuing squeeze on domestic demand that will maintain France's economic growth rate below that of her major European partners for the rest of President Mitterrand's presidency.

According to a variety of scenarios prepared by INSEE, French real GNP is likely to rise on average from between 1.5-2.4 per cent over the 1984-88 period, with the most probable growth rate being in the 1.8-2.0 per cent range. On this basis, unemployment will rise to over 3m by the end of President Mitterrand's presidency.

Just under two years later, M Tardy, aged 59, is presiding over a concern which has made over 2,000 in the original battery of four separate companies to the present total of 1,400 in the reconstituted group. It has benefited from FFr 500m of state aid to finance lay-off programmes (through the classic means of early retirement and training schemes) and clean up past losses.

Thanks to the jump in productivity, reorganisation of production techniques using computerised know-how, and above all, a considerable shake-up of MFL's export marketing efforts, M Tardy believes the group is on the way to making profits.

The powerful group of shareholders brought into the rescue mission—led by the Industrial Development Institute with 49 per cent, but also including top manufacturers such as Renault, Peugeot, Alsthom-Atlantique, Aerospatiale and the two state steel companies—can, barring unforeseen mishaps, expect a dividend in 1987, he says.

Wide industrial experience

MFL's new boss stresses he is no machine tools specialist. He draws on long-running career experience in a variety of industrial groups, including his own air conditioning company, Technical, which he set up in 1958 and sold in 1973.

M Tardy says he was willing to help out with the Socialist Government's industrial restructuring, provided he was not brought into a directly nationalised company.

The key to the recovery strategy of MFL is a boost in foreign sales. MFL, which now has two operating divisions, Berthier-Saint-Étienne in lathes and Forest-Line in milling machines, aims to boost turnover from FFr 52bn last year to FFr 570m in 1984 and FFr 1bn by 1988 almost exclusively through increasing exports.

Currently, about 60 per cent of turnover is in France—where MFL has a "satisfactory" share of 50 per cent of the heavy-duty machine tools market—with 40 per cent abroad, where market share is about 2.5 per cent.

By 1988, the aim is to bring the foreign sales total to 70 per cent of sales, boosting non-French market share to 4.5 per cent.

The formerly loss-making companies have now made a full-established foreign sales network, relying on agents for exports.

"The one big decision that we have taken is to set up a durable presence abroad," says M Tardy.

Setting up a permanent team of fully-qualified MFL salesmen in 16 foreign posts—led by the U.S., West Germany, and the Soviet Union (where MFL has FFr 70m worth of business) and also including South Africa, Peking and Bangkok. MFL has alone over FFr 25m. This is 4 per cent of turnover—but M Tardy hopes the proportion will fall to 3 per cent by 1987 as the dividends of higher foreign sales start to roll in.

MFL has also bought up—for a total cost, including new investments, of \$7m—the U.S. company Goldsworth, specialising in machines for working composite materials, to increase its international presence.

With the new marketing team in place ("We didn't have that type of men before"), M Tardy says that the company is receiving twice as many inquiries for machinery from potential foreign clients than a year ago.

"The first stage is satisfactory. People know we exist," he says. "The challenge now is to turn initial interest into real orders—which in this sector can often take a year or more. Here, MFL's chairman hopes the breakthrough will come in the second half of 1984."

INDUSTRIAL PROFILE:
Louis Tardy of
Machines Francs
Lourdes (MFL)



Rescue mission pays off

M LOUIS TARDY is an industrial trouble-shooter—a word for which, perhaps significantly, there is no precise equivalent in the French language. In September 1982 he was brought in to chair Machines Francs Lourdes (MFL), the heavy duty machine tools group born out of the government-backed reorganisation of France's string of troubled smaller companies in the machine tools sector.

Just under two years later, M Tardy, aged 59, is presiding over a concern which has made over 2,000 in the original battery of four separate companies to the present total of 1,400 in the reconstituted group. It has benefited from FFr 500m of state aid to finance lay-off programmes (through the classic means of early retirement and training schemes) and clean up past losses.

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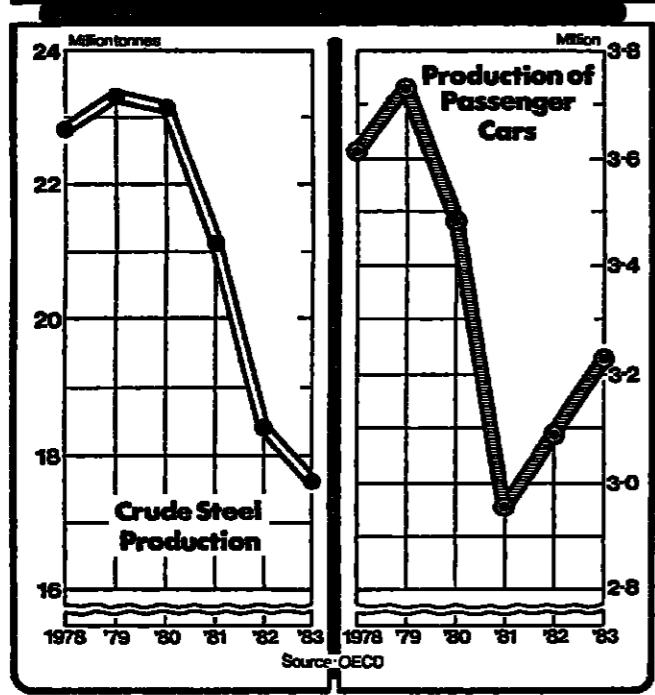
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By David Housego



M Jacques Delors, Minister of Finance: his figures on France's foreign debt show how narrow is the Government's room for manoeuvre in shifting the direction of economic policy

Government encourages closer European collaboration



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But after more than a year in office and despite repeated and lengthy explanations of the pragmatic direction French industrial policy was taking, M Fabius has more often than not been unable to follow through on his principles. This has been especially true of the numerous and politically sensitive dossier that have been piling up on his desk.

In most cases, M Fabius has seemingly sought to skirt round the problem and let other ministers or the Matignon, the Prime Minister's office, take over. He has been nicknamed by some civil servants in other

Government accepted (and, indeed, still does) to support the rescue of the paper manufacturer, La Chapelle Darblay, which happens also to be based in M Fabius' own parliamentary constituency of Rouen.

More controversially, it has continued to support the rescue of the shipbuilding industry and committed itself to maintain the country's five main shipyards involved in the sector's restructuring plan.

As for Citroen, the company has continued to insist that it has no option except to go ahead with its programme of layoffs if it is to remain economically viable.

If the Government has so far held firmly to its unpopular and courageous steel industry restructuring programme, it has caved in to labour and Communist party pressure in the shipbuilding industry and committed itself to maintain the country's five main shipyards involved in the sector's restructuring plan.

In many respects, these new industrial reconstruction policies highlight the many facets aspects and the difficulties in the socialist Government's conduct of industrial policy. These policies connect with decaying industries and unemployment as well as all the new challenges of modernisation and the development of new high technology industries. And the Government has clearly felt more comfortable with tackling the industrial challenges of the future than with coping with all the problems of the past.

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The opposition now intends to step up its campaign in the hope of forcing early legislative elections

Protests over extension of state power

"MITTERRAND—can his administration last?" asked a prominent Right-wing weekly on its front cover after the Left's defeat in the European elections.

The question exaggerates President Mitterrand's current vulnerability but that it can be credibly posed reflects the difficult political landscape that he faces.

The result of the European elections was to put the Left (Socialists, Communists and allied groups) into a clear minority in the country—polling only 39 per cent of the vote. That compares with a peak score of 52 per cent that the Socialists and Communists won in the legislative elections of 1981 and which gave the Socialists an absolute majority in the National Assembly.

A week after the elections, nearly 150 people turned out in the streets of Paris for a demonstration in defence of private schools but one that also expressed growing exasperation over what an increasing number of Frenchmen see as an unwelcome extension of state power over schools, the press and their working lives.

Constitutionally, M Mitterrand's position is not affected by the defeat in the European elections. He has four years to run as President. And the Socialists will maintain their absolute majority in the National Assembly which is not due to be dissolved until the first half of 1986.

Campaign heats up

But the opposition now intends to step up its campaign against the government in the hope of either forcing early legislative elections or of obtaining an absolute majority in the Assembly in 1986. If they succeed in winning such a majority, then the risk is of a conflict between a Right-wing dominated Assembly and a Socialist Presidency unparalleled in the history of the Fifth Republic.

The Left's hope is that it will be able to minimise its losses in 1986, so as to blur the issue of which parties have a majority in the Assembly and thus allow the President room for manoeuvre in assembling a coalition to support a Prime Minister of his choosing.

The fate of parties within the Assembly after 1986 will depend on the system of voting M Mitterrand chooses for the

Impact of EEC election results

DAVID HOUSEGO

legislative elections. It is a critical choice that he has yet to make. He had intended to shift to a system of proportional representation from the present two-round single constituency majority voting.

The advantage was that in the event of a substantial swing against the Left it would still have safeguarded a substantial Socialist and Communist representation. It would also have allowed minority groups of the Centre to emerge as a counterweight to the Right.

Some system of proportional representation still seems inevitable. But M Mitterrand's calculations have been put out by the crowning of the Communist party in the elections, the failure of the Centre-Left to obtain even 5 per cent of the vote and above all by the spectacular success of M Jean-Marie Le Pen's National Front party.

With 11 per cent of the vote in the elections, the extreme Right wing National Front scored as high a proportion of the votes as the Communist Party. M Mitterrand has no wish to see them as strongly represented in the Assembly.

It is the prospect of the 1986 electoral battle and the threat of the subsequent conflict between the Assembly and the President that now dominates all political calculations. M Mitterrand has to decide this summer on a replacement for M Pierre Mauroy as Prime Minister and on the shape of the cabinet reshuffle that will accompany this change. For some months the growing expectation of a change of government has led M Mitterrand to a lame duck Prime Minister.

In choosing a new Prime Minister, M Mitterrand's difficulties will depend on the system of voting M Mitterrand chooses for the estab-

lished front runners — M Louis Mermaz, President of the National Assembly, M Pierre Beregovoy, the Minister for Social Affairs or M Laurent Fabius, Minister for Industry.

For the Communists, their unexpectedly sharp setback in the elections has put in doubt both the leadership of the party and the policies it will follow. Notwithstanding his denials, M George Marchais, the party Secretary General, is unlikely to survive the next party Congress at the beginning of the year. He was described as "the man of failure" by M Marcel Rigout, the Communist Minister for Industrial Training in recent industrial strikes.

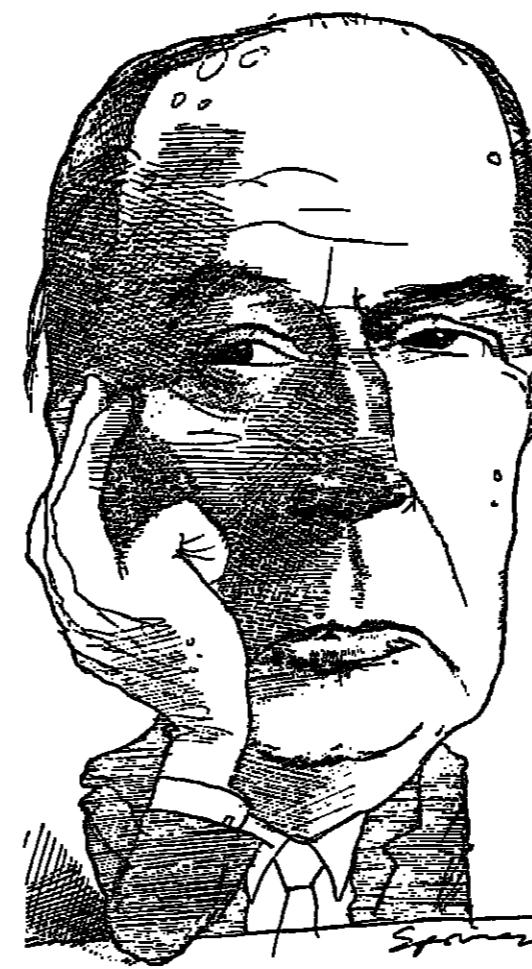
But the party is also in the course of an agonising reappraisal on whether to modernise itself and abandon its neo-Stalinist legacy or whether to prepare itself again for opposition by falling back on its traditional working-class base.

M Rigout was reported to have said that for too many young people the French Communist Party had come to mean the Soviet Union and the "gulag". His comments reflect the restlessness of a substantial faction in the party which fears that without change the party could end up in an historic decline. But the authoritarian party hierarchy is clearly nervous of innovations that herald the unknown.

On the Right, the European election result gave the combined neo-Gaullist RPR and the centrist UDF 42.2 per cent of the votes — or less than they won in the elections in 1978 — has shown that the Government's difficulties have not directly benefited the traditional opposition parties.

The two major wings of the opposition each have their problems. The UDF was weakened in the run-up to the European elections by M Chirac's forcing on them a joint opposition party list. The result was that they were eclipsed by the RPR's organisation and weight of numbers as M Chirac intended that they should be.

Beyond this they are now involved in a bitter internal squabble over whether M Raymond Barre, the former Prime Minister, or ex-President Giscard d'Estaing should be the next Prime Minister of Agriculture. M Roland Dumas, the Minister for European Affairs or even M Delors rather than the estab-



With the prospect of the 1986 electoral battle, M Mitterrand's recent statements have suggested that he would now like the Government to promote a more middle-of-the-road image

servatives and radicals but has

and dangers for them in accepting little organised base.

The elections confirmed that M Chirac runs the best organised political party in France.

The temptation is that it gives them a chance to dramatise their policies of denationalisation, revoking the press and private education bills and liberalising credit.

The danger is that M Mitterrand retains the power to dissolve the National Assembly at any time should their administration begin to falter.

Former President Giscard d'Estaing favours a "cohabitation" with the Left on the grounds that he would have been consistent in his pursuit of anti-inflationary goals. In 1978 if the Left had won the legislative elections that year, M Raymond Barre is firmly against, while M Chirac is hesitant. But all are preparing themselves for the long electoral battle ahead.

Governing under an electoral cloud

CONTINUED FROM PAGE ONE

wake of the Socialist's third devaluation, political Paris this summer waits on M Mitterrand to make up his mind.

Nothing better illustrates the monarchical nature of the 5th Republic and the extent to which M Mitterrand has taken over its powers, than the rumours that at such moments can sprout from his slightest word.

In attempting to rebuild a new majority, M Mitterrand cannot rely on the Left alone.

The Communist party is now too weak to make a substantial contribution. As M Jacques Delors, the Finance Minister, said at the recent meeting of the Socialist party's national committee, even if the Socialists score another 10 points, "30 (per cent) + 12 (per cent) does not provide a majority." Without recouping lost votes in the Centre, the Left stands no chance.

The major question is thus whether M Mitterrand will openly embrace this middle ground by either dispensing with the Communists or reducing them to an even more minor role in the Government.

Such a substantial shift to the centre under a social-democratic banner would be unpopular with a large part of the Socialist party. They already feel ill at ease with some of the Government's orthodox fiscal and monetary policies.

Up to now M Mitterrand has benefited from the divisions of the Right. The non-Gaullist RPR and the centrist UDF only polled 43 per cent of the vote in the European elections.

They have been weakened by the rivalry between M Jacques Chirac, Mayor of Paris, M Raymond Barre and former President Giscard d'Estaing.

But they are in broad accord on putting through an ambitious programme of denationalisation, of revoking the Press and private school bills and on removing price and exchange controls should they return to power.

All this is a far cry from M Mitterrand's earlier belief in economic interventionism and his distaste with protectionism and a further buildup in France's foreign debt. The emphasis on achieving a "convergence" of economic poli-

cies with that of the other main industrialised nations is in line with M Mitterrand's European and East-West policy objectives.

In industrial policy there has not been the same consistency. The Government pressed the state-owned steel companies to bring their accounts into balance and then pushed aside M Raymond Levy, the head of Usinor who has been the main advocate of profitability.

It bailed out Chapelle Darnay while declining to do the same for Creusot-Loire. It has argued the case for industrial reorganisation but then curbed Citroen, the private car manufacturer, from laying off employees.

Tough decisions

Much of this confusion lies at the door of M Laurent Fabius, the Minister of Industry, who has proved one of the surprise disappointments in the Cabinet.

But in the months ahead some of the most difficult decisions of the Government face an in cutting back the labour force in the automobile industry, the shipyards and in heavy engineering.

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On one point all parties, except the Communist, have shifted ground in a way that brings them closer together. There is increasingly a consensus in France on the importance of strengthening European collaboration. President Mitterrand has wide backing for the emphasis he has put on Franco-German co-operation, on providing a "European pillar of defence" and on greater political unity.

In the economic agreement at Fontainebleau over the British budget contribution was created with relief as ending a tiresome quarrel that now enables Europe to broaden its horizons.

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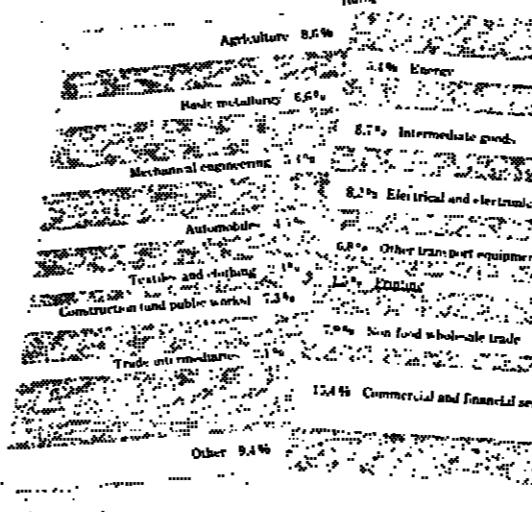
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Cash loans to corporate customers in France and abroad rose from 31.5 to 36.3 billion francs, an increase of 15%

Enterprises with international operations are given priority in the granting of such loans, which finance not only exports but also imports, international trading and investment abroad. All the major sectors of economic activity are involved, but especially those oriented towards external markets.

Loans to resident and non resident enterprises*

In billion francs as of Dec 31, 1983 in %



Results for the 1983 financial year

Annual Shareholders' Meeting, May 9, 1984

The balance-sheet total for "France and foreign branches" rose from 231.3 to 261.9 billion francs, thus recording an increase of 13.2% over 1982.

• Loans to customers rose by 15.1% mainly as a result of foreign exchange operations carried out in France and by the foreign branches;

• short, medium and long-term export financing requiring the intervention of the BFCE expanded by 14%, a smaller increase than in 1982 owing to the decline in sales of industrial groups abroad;

• Income from banking operations rose by 9.2% to total 1,703 million francs. The increase was nevertheless smaller than that recorded the previous year owing to slower growth in economic activity in France and sustained but less profitable expansion abroad;

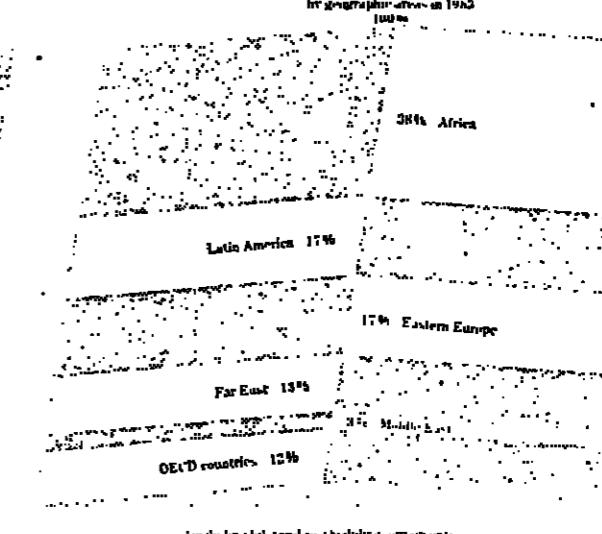
• After depreciation and large additional appropriations to provisions for bad and doubtful debts, which were made necessary

Short, medium and long-term buyer and supplier credits rose from 187 to 214 billion francs, an increase of 14%

These operations permit enterprises to obtain loans on special terms for contracts approved by the French authorities, they relate primarily to exports of capital goods and services to developing countries.

Buyer and supplier credits outstanding*

In billion francs as of Dec 31, 1983



including bilateral or multilateral credits.

again last year by the deterioration in the financial situation of corporate and sovereign borrowers, the net profit for 1983 came to 53,136,000 francs, compared with 50,936,000 francs in 1982.

• Allocation of the net profit included distribution of the statutory 5% dividend (plus a tax credit) on the Bank's share capital which had increased from 400 to 650 million francs; in addition, a total of 16.6 million francs was allocated to the Legal and General Reserves;

• The Bank's total shareholders' equity and long-term funds therefore now stand at 4,902 million francs.

The Annual Report from which the above figures have been extracted may be obtained from the Département Information Etudes et Développement, Banque Française du Commerce Extérieur, 21 Boulevard Haussmann, 75009 Paris, France.

Decentralisation: FT Correspondents show how three diverse regions are reacting to changing policies

Farmers worry over Spanish competition

THE SHADOW of Spain's entry into the EEC hangs heavily over the south-west region of Languedoc-Roussillon. "The timing is wrong," says M Raymond Chesa, mayor of Carcassonne in the heart of the wine growing belt of the Midi.

In Montpellier, the region's capital and its most industrialised town, there are a good many people who concede both the political necessity of Spain's entry into the EEC and argue that the 3m population of Barcelona potentially opens up new markets for the south west.

But in a predominantly agricultural region in which wine and fruit are the major produce, there is no doubt that M Chesa's view that the local economy is too fragile to withstand at the moment Spanish competition, is the majority one.

The basic wine of the Midi is sold at FF 18 a litre as compared with a price of FF 40 in Spain. Spain, as the Midi producers never cease to point out, is potentially the largest wine growing region in the world.

Fresh fruit from the region—peaches, apricots, pears, cherries—are protected by about a 20 per cent tariff from Spanish produce. But the fruit growers have already lost the canning market in France to Greek and Polish exporters. They fear that the fresh fruit market could be lost as well.

It is in large part because of the disruption that Spanish entry threatens to cause in the region that the Government has been giving it special attention. Under the new regional plans agreed between the Government and the local authorities, Languedoc-Roussillon has been granted more funds per head than virtually any other region in France.

President Mitterrand at his press conference in March linked Languedoc-Roussillon with Lorraine as another area also facing difficult economic problems. He has made a point of announcing that he will visit it shortly.

In political terms the region has traditionally voted left—a socialism tinged with the conservatism of the winegrowers and which also reflects the resentment of a distant province against the central (and often right wing) governments in Paris. But in the municipal elections in March 1982 the Communist run towns of Nimes, Beziers and Sete all fell to the right and the Socialists lost control of Carcassonne. The swing rightward continued in the European

elections reflecting disenchantment with the Government and the wine and fruit growers' sense of betrayal over the about-turn in Socialist policy over Spanish entry.

Before the Presidential elections, M Mitterrand had been opposed. Now it is M Jacques Chirac, the leader of the neo-Gaullist RPR, who is the most vociferous opponent.

Languedoc-Roussillon

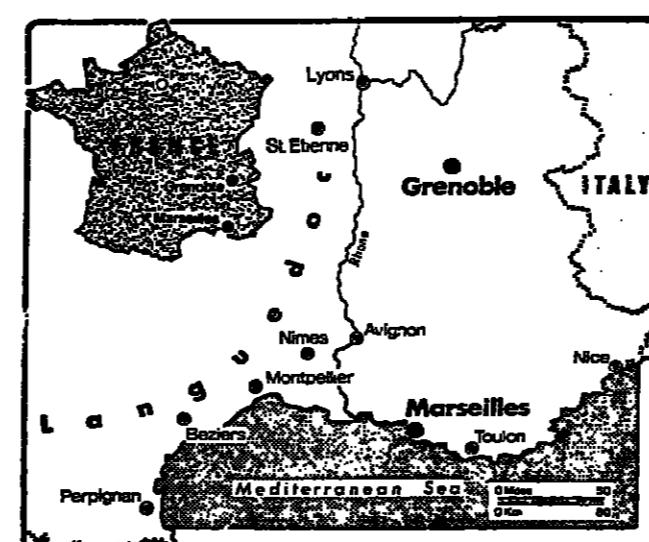
DAVID HOUSEGO

The heart of the Languedoc-Roussillon region is the wine growing belt that stretches from west of Montpellier to beyond Carcassonne, a market town dominated by its famous walled mediaeval city. But lumped on to this—though still under the regional authority—is the Catalan area around Perpignan and the eastern Pyrenees, the mountainous and depopulated department of Lozere and the pasture lands east of Castelnau. In other words the region is more of an administrator's concept than one defined by an economic or geographic unity.

A result of the decentralisation introduced in 1982, Languedoc-Roussillon has like other regions drawn up a regional plan determining investment priorities in liaison with the Government and the five departments that come under its wing. The fact that the figures are distorted because many people have seasonal work during the tourist season. The impact of Spanish entry on the fruit and wine growers has yet to be felt.

It is in part the fear of the unknown that Spanish entry constitutes that has concentrated this year's often violent protests by the wine growers. They are divided, however, on how to respond to the challenge. Some are shifting to produce higher quality wines—establishing an international reputation for the Cotes de Languedoc and Roussillon. Those who have not invested in improving quality still believe that violence is the most effective way of forcing the French Government or Brussels into distilling the large quantities of wine that remain unsold.

Behind these accusations lies both political differences and the long standing rivalry between the neighbouring towns of Nimes and Montpellier. Montpellier has prospered over the last 20 years nearly doubling



ENTERPRISE IN LANGUEDOC-ROUSSILLON

Success for fruit canning project

NEW INDUSTRIAL ventures have of late been rare in Languedoc-Roussillon. An example of the type of small scale enterprise that the region would like to encourage is the newly established canning firm of Condufrut at Pont Esprit on the north east border of the province.

Condufrut started up two years ago. Its turnover has since doubled to FF 18m in 1983-84. As a privately held company, it does not disclose its profits. But because of its rapid expansion it has just boosted its capital from FF 20,000 to FF 2.5m. Among the new shareholders in the company is Soridec—a newly created regional investment set up specifically to help new

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The company was the brainchild of M Bernard Laguerre, a former employee of BSN, the large French food and drink company, and an associate. Two ideas were behind the project. The first is that South West France has a climatic advantage over other Mediterranean or northern countries in growing soft fruits—strawberries, raspberries, blackberries and

By contrast, Greece, Spain nor Poland can produce fruit such as peaches and apricots far cheaper and as a result have captured over 90 per cent of the French canned market in such products.

The second idea was to maintain continuous canning throughout the year by using frozen fruit and thus spread production costs.

Most European canning com-

panies tin soft fruit only during the season, thus incurring heavier production costs.

A major key to Condufrut's success has also been the substantial margins from which it has benefited in the French domestic market. The cost price of tinned strawberries is FF 6, while the company can place with them with wholesalers at FF 11 a kilo. In Britain or Germany the equivalent sales price is FF 7-8 francs a kilo.

"We have to make our profits in France," says M Laguerre, "and sell what remains abroad."

In fact the French market is tiny. France only eats 1,200 tonnes of canned strawberries, raspberries, blackberries and myrtiles a year compared with the 15,000 tonnes of tinned raspberries and strawberries consumed in West Germany. Condufrut has a production capacity of 2,500 tonnes a year. Thus 60 per cent of output is currently exported.

M Laguerre hopes by pushing domestic sales to reduce that proportion to 50 per cent. As

It has established three storage depots at Lille, Nancy and Lyon as the basis of its domestic distribution and also close to its foreign markets.

For local producers, Condufrut provides an alternative and more stable market to sell their fruit fresh. It pays producers a little more than the going price but insists on high quality. M Laguerre believes that it is only by emphasising that French canners can maintain a presence against competition from cheaper products in Southern and Eastern Europe.

A trend-setter in urban renewal

Grenoble region

DAVID MARCH

to put into effect on the national level, this is to roll back the Grenoble public sector (which altogether employs 11,000 people) by trimming jobs in areas like hospitals and municipal services and returning some parts, on a case by case basis, to private hands.

Both the jobs cuts—through measures like early retirement—and reprivatisation will be made "without trauma," M. Carignon says. But the young mayor has already made a start in a particularly symbolic area by agreeing a plan for the Olympic transport hub, the Palais des Sports, to be run by a private company.

M Carignon, now a elected a European Parliament seat in Strasbourg as a result of his comfortable local victory in last month's EEC elections when he was 11th in the joint Opposition list headed by Mme Simone Veil.

Sitting in the white-walled space station-like mayoral parlour of the glass-and-steel Dubedout-built town hall, the moustached M. Carignon looks less cavalier and more worried than on his election posters.

Strongly supported by the local Chamber of Commerce where he previously worked during his years of effort to work his "youthful way" up the Grenoble political ladder, M. Carignon is determined to continue the Dubedout job of building up the city's metropolitan status—but, he hopes, at less cost.

The aim is to cut back annual municipal spending growth (which was running at around 15 per cent when he arrived) to zero by 1987/88, so as to cut the tax burden particularly on companies.

The first 10 years of M. Dubedout's rule, up to 1975, was "Grenoble's decade of elan," says M. Carignon. "Afterwards, the decline set in. My job is to provide a new head of steam."

M. Dubedout has now rolled completely out of town hall politics. One of the reasons for his decline was undoubtedly electoral disillusionment with the local economy so as to attract investment and, eventually, boost jobs.

For all its flair as the mini-Silicon Valley home of thrusting research institutes and electronics companies, Grenoble is suffering badly from the recession.

Unemployment, in an area renowned nationally and internationally as a boom-town, is an unboom-like 8.5 per cent, only just under the national average of 10 per cent. New jobs created in electronics over the last few years have been outweighed by a tide of redundancies in construction, metalworking, paper and other traditional sectors.

It is precisely at this difficult moment that M. Carignon has chosen to put into action what he admits is a "delicate operation." A local dress rehearsal for what M. Chirac would like to bring to the 1992 Winter Olympics to the Grenoble region. But he admits that the chances of staging another Olympics in France will be slim if M. Chirac who is also the mayor of Paris succeeds in bringing the main 1992 Olympic games to the capital.

Whatever his tilt at state intervention, M. Carignon will be relying on government funds to cover half the FF 680m cost of a planned tramway system to ease the city's chronic traffic problems.

Other public infrastructure measures such as a new Electricité de France dam project and the completion of the Grenoble-Valence autoroute should help bring much-needed work "to stop the hemorrhage" in the region's construction companies.

M. Carignon, like M. Dubedout, for all but two years of his 18 year rule, has to co-ordinate financing for the city's infrastructure with a central Paris government of the opposite political hue.

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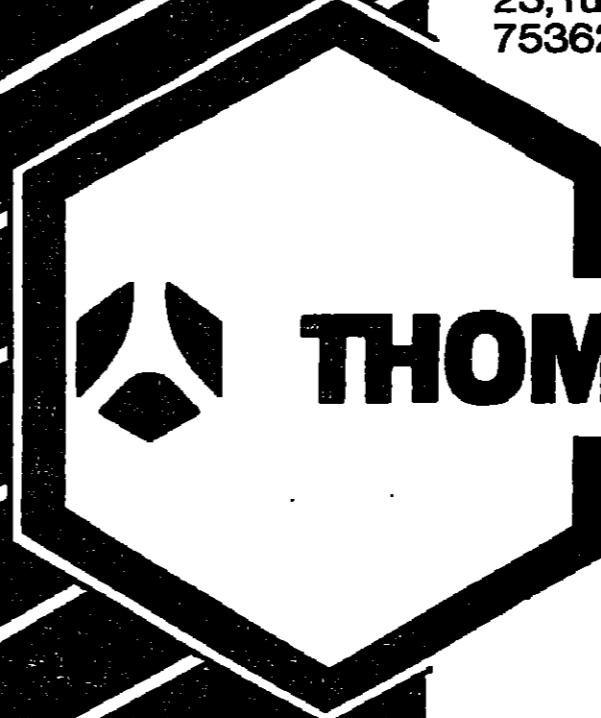
THE SYSTEMS APPROACH

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Uncertainties hang over financial system

"At the moment, the nationalised banking sector finds itself in a situation of fragile status quo. But in the long run, the state is certainly not the best shareholder to resolve the two problems faced by the banking system: the lack of capital and the challenge of future (structural and technological) changes."

This excerpt, from a generally highly critical report, published last month by the right-wing dominated French Senate, illustrates the uncertainties hanging over the banking system which persist 24 years after the sweeping extension of public ownership in February 1962.

The Socialist Government's intervention came in the haste of President Mitterrand's 1981 election victory but long-sustained during the Left's 23 years in opposition, was to shake up France's banking structures and make the banks more responsive to the needs of individual and corporate clients.

The shake-up has certainly been carried out, although it has gone much less far in the direction of overall state control than some of the Government's left-wing supporters (the Communists, above all) would have liked.

Many of the 36 commercial banks and two financial holding companies (the Public and State groups nationalised in 1962) have undergone important structural changes, in some cases to repair the consequences of past management errors, in others to alter their course of action towards areas like helping support small businesses.

In general, both the newly-nationalised institutions and the big three banks already in state ownership since 1945 have been drawn more closely into the mesh of government machinery traditionally in action in France for bailing out companies in difficulties and fulfilling other state-ordained aims such as promoting exports or helping finance the budget deficit.

But they have avoided becoming mere appendages of the Government in its efforts to pour financial balm on recession-hit French industry. As the Senate report itself pointed out, and as nationalised bank executives say with a relieved

Banking and finance

DAVID MARCH

shrub of their shoulders—a wholesale revolution of the banking system has not been and seems unlikely to be, put into motion.

The overall fall in banking profits since 1981 (although they rose slightly last year compared with 1982) would no doubt have taken place anyway.

The banks, particularly the big three and the largest institutions, have over the February 1982, have in general been protected from the worst consequences by a series of factors.

These are the quality of their new chairmen and continuity in other senior management, the Government's need to maintain standards of banking prudence to reassure foreign creditors and, most important, the overall shift in policy towards economic "realism" after the belt-tightening measures of March 1983.

Consequences

As befits a move which was largely political in motivation, the positive economic effects of the nationalisations, such as they exist, are bound to be scattered and intangible. The negative consequences have, however, over the past two years come all too visibly to the fore.

This has stoked up passions among those in the right-wing opposition calling for prompt de-nationalisation after the next elections. Seasoned bankers who lived through the nationalisation drama, led by M Pierre Mousset, the ex-chairman of Paribas, have warned against over-hasty returning of the banks to private ownership in the tradition in France under the previous government.

The abrupt dismissal announced last month of M Daniel Deguen, a former top



Daniel Deguen, his dismissal as chairman of the newly-nationalised Credit Commercial de France (CCF), can be seen as a warning not to overstep the mark in independent-mindedness.

Treasury official who had been chairman of newly nationalised Credit Commercial de France (CCF) since May 1982, underlined that the Government will tolerate only a limited amount of independent-mindedness.

M Deguen was selected for removal not because his bank had been performing especially badly nor because of excessive outspokenness. He had complained about regimentation by the Treasury in connection with the previous Creusot-Loire bailout agreed last autumn. But other bankers such as M Jacques Mayet of Société Générale have been more publicly critical of using bank funds to support improperly conceived industrial restructuring.

Rather, as a figure whose disappearance would not cause too much of a stir in foreign financial circles, M Deguen was replaced (in a decision made by the Finance Ministry) as a warning to other chairmen not to overstep the mark. The next few months will show whether they have received the message.

Compared with the ideological question of state interference in the economy, a much more pressing reason for re-introducing private capital into the banks is simply to alleviate their own financial positions—and, indirectly, the state's.

Indeed, the Government has already taken a step in this direction by allowing some nationalised banks, led by Banque Indosuez and CCF, to approach the bourse this year to raise non-voting loan stock ("Titres participatifs") halfway in character between bonds and small businesses.

Certainly, M Mitterrand and his ministers now pay lip service to the idea of lessening state control throughout the economy in order to speed up and improve decision-making.

This is needed especially in an area like banking, vitally affected by world-wide competitive pressures caused by financial market deregulation and introduction of sophisticated electronics.

Recent decisions affecting the banks have hardly given bankers unshaken confidence in their autonomy. During the latest few weeks of feverish negotiations on the future of Creusot-Loire, the Government, it is true, has refrained from the twisting of bankers' arms which accompanied previous rescue packages (and was also

repeated in the case of Banque de Paris and the Nationalisation Compensation Fund. This fund, financed mainly from the budget, has paid out FF 15bn alone to former shareholders in nationalised banks over the past three years.

The state, burdened by the need to finance losses and support investment among the industrial companies taken over in 1982, clearly has no cash to spare to boost capital among the banks. The big three, having received no extra equity from the state since 1945, are used to this treatment, and have developed ingenious ways of retaining earnings (practised particularly for 1983 by Banque Nationale de Paris) to compensate for lack of share capital.

have suffered in the past three years.

De-nationalisation, perhaps progressively by step-by-step reduction of private capital through share issues on the bourse, is certain, however, to remain a hot political topic during the run-up to the 1986 and 1988 elections—and may be inevitable even under a moderate form of Socialist-led government.

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The demonstrations by the

French economy, however, has often been taken for granted. It took the Government's decision to impose (and later lift) a battery of new additional foreign currency controls last year to send representatives of the tourist trade to the airport to demand compensation for the first time in the streets of Paris.

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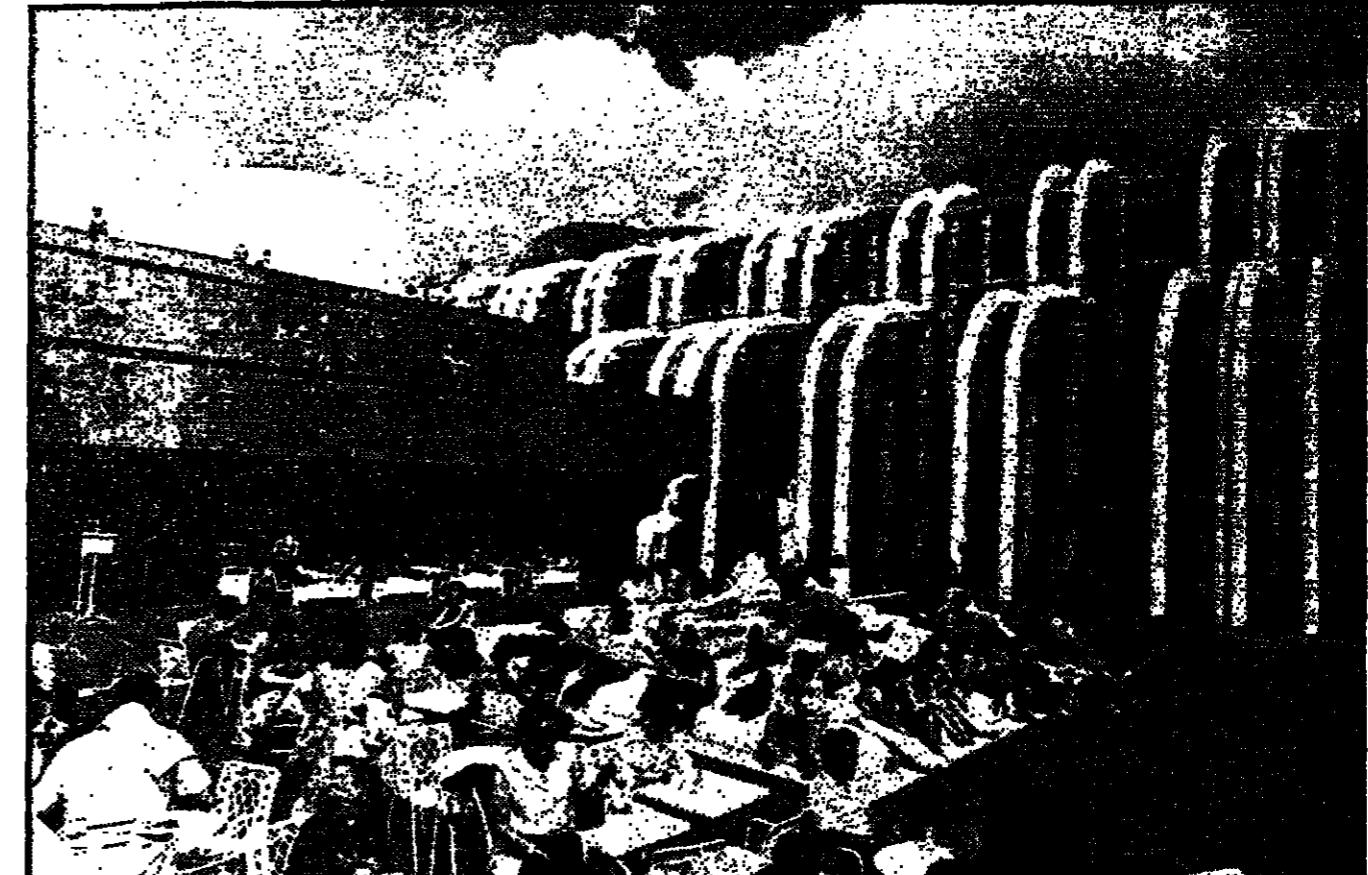
including a foreign travel limit of FF 2,000 per adult a year, were part of the Government's efforts to introduce an economic policy of austerity after an initial and unfortunate socialist experiment in economic expansion.

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French travel trade brought together a profession that has traditionally been very scattered, relatively badly organised given its overall weight in the economy and suffering from a sense of general indifference.

They also helped, it seems,

draw greater attention on the part of the authorities on the problems and importance of an industry which could clearly play an increasingly important role in the country's economy in the future.



The transformation of Les Halles in Paris proves popular with the tourists on a shopping spree

A major role in the economy

Tourism industry

PAUL BETTS

WHICH SECTOR of the French economy employs more than 1.5m people directly or in directly in producing a foreign surplus of FF 22bn a year and a further FF 6.5bn in annual exports of equipment and know-how, and accounts for between 9 per cent and 10 per cent of French gross domestic product?

The answer is not the car industry nor the oil industry and certainly not the steel industry.

Surprising as it may seem, it is the tourist industry.

The major role tourism plays in the French economy, however, has often been taken for granted.

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They also helped, it seems, draw greater attention on the part of the authorities on the problems and importance of an industry which could clearly play an increasingly important role in the country's economy in the future.

A report just published by the French Economic and Social Council, the State economic advisory institution, draws attention to the potential of the tourist sector for the French economy. The report was put together by M Gilbert Trigano, one of the world's authorities on tourism and chairman of Club Méditerranée, the leading French holiday operator. M Trigano has also acted as one of President Mitterrand's advisers on industrial problems.

As one of the main so-called service industries, tourism is bound to grow in future years. M Trigano points out in the report that the future development of industrialised countries will probably be centred on the high technology and services industries.

But M Trigano's report also

warns that the French tourist trade is at a crossroads and that the country must not on any account risk missing the future evolution of the trade.

Rapid change

"The tourism environment is evolving very rapidly; the habits of tourists are becoming more diversified; international competition is becoming more intense; new technologies are appearing on the scene. Tourism can thus no longer develop without a real strategy," says the Economic and Social Council report.

A new realistic strategy for the sector will also apply a stronger effort by the French

authorities to promote tourism last year, the leading French tourist operator, M Trigano, has also acted as one of President Mitterrand's advisers on industrial problems.

Compared to the French

52.2m, West Germany spent

US\$13.5m on promoting tourism last year, Greece spent \$12.5m, Italy

spent \$12.2m, Spain, the UK,

and Switzerland all spent more than \$8m each and even Belgium spent more with \$5.7m last year.

Moreover, France spends less

than its main competitors to promote tourism in its key

foreign markets.

In the US, last year, the

French authorities spent a

meagre \$380,000 compared with \$2.2m by the UK, \$1.4m by Ireland, \$1.3m by West Germany

and \$1.2m by Spain.

In West Germany last year,

France spent FF 1.5m on pro-

motion while Italy spent the

equivalent of nearly FF 10m.

M Trigano has suggested an

original idea to help promote

French tourism more effectively

abroad. This would involve a

so-called "carnet de tourisme"

or special tourist promotional book whereby if a foreign

national bought in his own

country a French product he

would receive a credit in his

special book. He could thus

accumulate a series of credits

offering him discounts on a

holiday in France.

Challenges

But a more adequate level of promotion and financial support is only one aspect of the problem. The French tourist profession must also become more industrially minded. Although the sector gives employment to more than 1.5m people, about 80 per cent of tourist enterprises employ ten people or less.

To meet the challenges and changes of the future, many of these enterprises may have to be regrouped in one way or other to achieve necessary economies of scale.

Moreover, the new communications techniques will have to be increasingly introduced in the sector as a whole to make it competitive. At the same time a greater linguistic effort will have to be made by the trade, especially with the English language.

The current policy of decentralisation in France is likely to represent a big boost for the tourist industry. This policy—one of the major components of the government's Ninth Plan and a major commitment of the Mitterrand administration—is designed to give slowly greater autonomy to the regions of their local affairs.

In the case of tourism, this could translate itself in an increased awareness at local level of a region's tourist potential. And there is no shortage of beautiful regions in France, all with their own different personalities and characteristics.

Bold project on a massive scale

TV cable programme

PAUL BETTS

"I THINK it's quite appropriate that we should be launching this experimental cable television network in a casino," remarked M Louis Méranteau, the French Post and Telecommunications (PTT) Minister, during the official presentation of the experimental cable project at Biarritz, the "belle epoque" summer resort in south-western France.

The Biarritz network is a trial optical fibre cable system which will soon provide interactive sound and video services to 1,500 local subscribers. These services range from television programmes to a wide variety of telecommunications applications like access to an electronic directory and direct video communications with shops and other local services whereby a subscriber can see on a screen and speak directly to a salesman, among a host of other services.

During the presentation of the Biarritz network and its videocommunications services, M Méranteau gave a dramatic demonstration of the videophone by holding a public telephone conversation with President François Mitterrand who could be seen talking on the screen connected to the videophone.

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But the Biarritz optical fibre programme is an expensive one, some would go as far as calling it an extravagant venture. By the time it is completed, it will have cost about

FF 600m to wire up a meagre 1,500 local residents. But it is an integral part of the huge gamble the Mitterrand government has decided to take by launching a nationwide programme to cable France with optical fibres.

President Mitterrand gave the go-ahead for what is undoubtedly the most ambitious computer programme of its kind in Western Europe a few months ago. The nationwide optical fibre programme is expected to cost between FF 45bn to FF 60bn during the next 15 years.

It is designed to bring to the country not only new multi-channel television services but set the foundations for a whole new generation of telecommunications services.

The French cable system will be heavily financed by the telecommunications arm of the PTT. That was the price for overall control by the French telecom authority of the wiring and ownership of the new optical fibre networks, which in turn will be operated by so-called "mixed economy" joint ventures bringing together public and private interests.

The French telecom authority is already financing the French electronic industry. As a result, its traditionally cash rich finances have started to come under pressure. Indeed, for the first time the telecoms lost money last year.

Under the circumstances, questions are already being raised on how the ambitious cable programme will be financed, especially in view of the fragile financial nature of the television cable business in general.

Many local authorities would prefer to be able to choose between the expensive optical fibre solution and the less expensive traditional coaxial copper wiring systems. But the PTT would have nothing to do with it. Their argument from

the start has been that France must opt for the technologically most advanced solution.

The PTT claim that cable networks limited to television and sound services are ultimately economically unviable. They point to the recent experience in North America where after an initial frenzy and boom, a major shake-out is now taking place in the industry.

It

Industry



Airbus Industrie's flight line at Toulouse: A300 and A310 aircraft are tested here prior to delivery to airlines

Fanfare for world's first 'spaceline'

ARIANESPACE, the French-led company owned by a variety of European shareholders and set up to commercialise space launches by the Ariane rocket, has been properly in business for just over six weeks. But it has already had its fair share of excitement.

Amid a brash fanfare marking the inauguration of what the company calls the world's "first commercial spaceline", a communications satellite, *Spacel-1*, owned by the U.S. electronics company GTE, was placed into orbit in a perfect lift-off over the Atlantic in the early hours of the morning of May 23.

The launch, Ariane's seventh successful flight in nine lifts, was the first to be arranged by Arianespace under purely commercial conditions.

It also marked the first time a U.S. spacecraft has been placed in the heavens using anything except an American launcher. And, most importantly, it represented a decisive shot in Europe's long-standing goal of challenging U.S. dominance in the commercial exploitation of space.

The latest mishap of the U.S. space shuttle last month, when a questionable fuel valve aborted take-off of the *Discovery*'s maiden flight, has added to a tangible mood of self-confidence among Ariane's European backers. The lead of France, which has provided more than 60 per cent of the \$1bn ploughed into the rocket's development, has played a vital role. And France, through the

national space agency CNES and the state-owned aerospace concern Aerospatiale, is again assuming a dominant part in the now-agreed European programme to build a heavy-duty Ariane-5 rocket for the 1990s for lifting men and materials into planned permanently-orbiting space bases.

When France provided the impetus behind the beginning of the Ariane programme 10 years ago, the aim was simply to provide European governments and companies interested in satellite launches with an alternative space vehicle to U.S.

Aerospace projects

DAVID MARSH

rockets—in order to avoid the familiar problem of an American technological monopoly. So Ariane has surprised even its backers by becoming a head-on competitor with the Americans for satellite launching orders on the international market as well as the European market.

The order agreed last month for a 1986 Ariane launch for the U.S. communications company partly owned by IBM, Satellite Business Systems (SBS) provides a case in point.

The order was won in competition with Transpace, the

Nuclear energy developments

DAVID MARSH

THANKS TO the far-sightedness and drive of French nuclear technocrats during the 1960s and 1970s—and the lack of administrative and judicial obstacles placed in their way—France now has an atomic energy industry which rivals the U.S. in international competition.

From its position of technological laggard during the 1950s compared with the wartime atomic collaborators, the U.S. and Britain, France has leapt ahead to the forefront of nuclear development.

With 38 nuclear power plants installed (of which 30 are pressurised water reactors, although some are not yet operational), and work already under way on another 24 PWRs started between 1976 and 1983, France's nuclear "park" is the world's second largest after that of the U.S.

Installed capacity in commercial operation at end-1983 was 25,650 MW, against 63,050 MW in the U.S., but ahead of the Soviet Union with 18,380 MW.

Opposition

Unlike most other industrialised and developing countries, where nuclear expansion plans have been severely hit in recent years by opposition movements, safety worries, construction delays and soaring costs, France's nuclear capacity today shows only a modest slippage compared with plans drawn up five or six years ago.

With 48 per cent of electricity last year produced from N-plants, France has the highest proportion in the world of nuclear-generated domestic electricity (against 17 per cent for the U.S. and 13 per cent in the U.K.).

The share is due to rise to 75 per cent by 1990, and already in 1984 it jumped to 62 per cent. This follows Electricité de France's efforts to accelerate phasing out of fossil-fuelled power plants so as to maximise capacity use of the nuclear network.

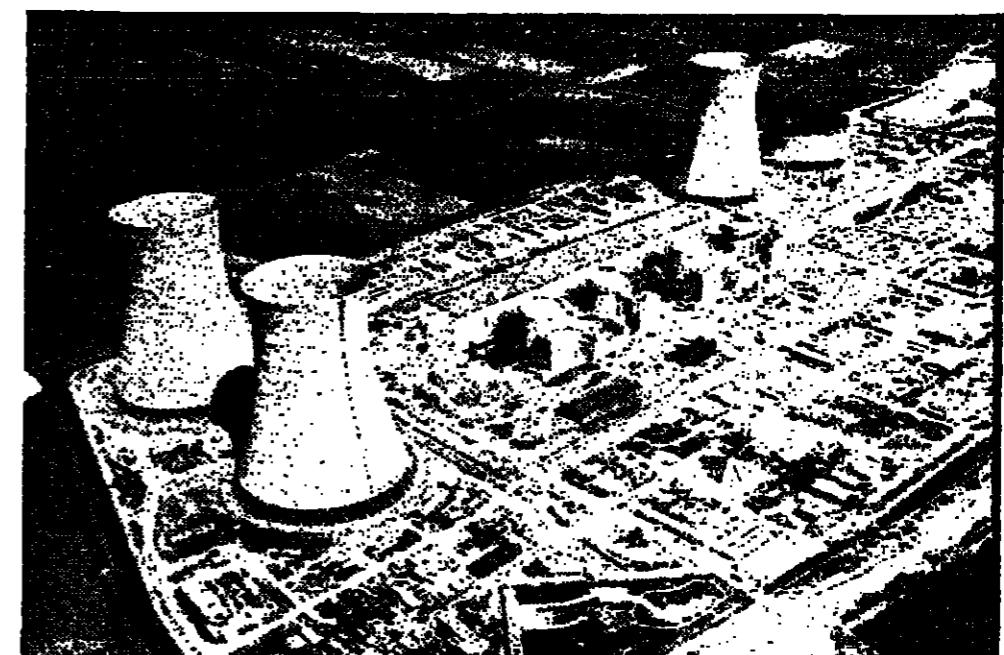
Even on relatively optimistic economic growth assumptions,

and supposing too that EDF succeeds in its vast campaign launched last year to increase the penetration of electricity in French industry, France by 1990 faces the clear prospect of overcapacity in its nuclear "park".

By the end of the decade, as a result of completion of plants already embarked upon, nuclear generating capacity will rise inevitably to around 36,000 MW. Critics of the "disproportionate" nuclear programme (of whom there are not many in France), such as the Socialist-leaning CFDT trade union, claim that by 1990 France may have as many as 15 full-scale N-plants in excess of requirements.

For the nuclear planners at EDF, the challenge is to turn this surplus to France's advantage by increasing exports through cable links to neighbouring European countries (including the U.K.), and perhaps also by persuading foreign electricity utilities to take direct stakes in French N-plants.

Of prime competitive importance is the relative cheapness of French nuclear power. In spite of the strong build-up of EdF's fuel charges, the economies of scale available in a smooth-running programme of France's size has enabled electricity tariffs to be held well below levels in other EEC countries and the U.S. EdF hopes for tariff cuts in real terms in



France has leapt ahead in nuclear power plant development in recent years, and now has the highest proportion in the world of nuclear-generated domestic electricity

Choze in the Ardennes where two 1,450 MW units are planned, is now at an early stage of construction.

With a tally of around one-quarter of the admittedly very modest total of international N-plant deals agreed during the last few years, Framatome hopes its experience in refining Westinghouse technology—and, just as important, in actually running on international markets.

France opted for an American-based PWR design at the end of the 1960s—following long-drawn-out squabbling whether to choose the "indigenous" French natural uranium, gas-cooled reactor type as the basic model for the N-programme. So, ironically, the country during the 1970s grew towards nuclear independence as a licensee of Westinghouse, which owned an initial 45 per cent stake in France's PWR construction company Framatome (now owned 50 per cent each by the Commissariat à l'Energie Atomique and Creusot-Loire).

Since 1982, Westinghouse's residual stake in Framatome has been sold and the licensing accord has expired. The first "all-French" PWR, built at

Guangdong power plant, give France a comparative advantage in securing contracts not only with the Chinese but also with "threshold" nuclear countries such as Pakistan or Iraq.

The most tangible sign of France's boosted nuclear muscle comes not on the dormant international reactor-buying scene but on the market for fuel cycle services. Cogema, the nuclear fuels subsidiary of the CEA, has wrested commercial superiority away from the U.S. in the crucial area of uranium enrichment. It has become the world's largest natural uranium producer, controlling 20 per cent of the West's production. It has also built up a competitive lead in the controversial business of nuclear fuel reprocessing to produce plutonium.

Expertise

France acquired expertise in uranium enrichment, using the electricity-intensive gas-diffusion technology originally developed by the U.S. for the war-time Manhattan bomb-making project, only with great difficulty. It suffered an effective embargo on nuclear technology transfers during the 1950s from the two Anglo-Saxon atomic powers.

Now, however, first with its

military enrichment plant at Pierrelatte built during the 1960s, and later with the multinational Eurodif civil facility at Tricastin completed two years ago, France has built its way into a position of being able to tweak the lion's tail.

Cogema, which last year registered a consolidated turnover of FFr 17.6bn of which 38 per cent were exports, has made a big effort to market its services to U.S. utilities. Last year (partly profiting from the dollar's strength) Cogema succeeded in forcing the U.S. Department of Energy to cut its own prices for enrichment contracts, and added five new U.S. utilities to its list of clients for enrichment and other fuel services. An eventual further step, according to Cogema, could be to market in the U.S. France's considerable expertise in reprocessing—at present, U.S. electricity utilities leave burnt fuel rods in waste ponds. But sooner or later, Cogema reasons, the edict against civil reprocessing promulgated by President Carter will be eased—and France could again leap into the lion's den by picking up lucrative U.S. business from under the nose of a government which once held the world's nuclear monopoly.

Stronger emphasis on joint ventures

Advances in electronics

DAVID MARSH

THE FRENCH government came to power in 1981 with heady ideas of boosting the country's electronics and computer industries to third place in the world (behind the U.S. and Japan) through infusion of massive investment and a vigorous programme of "reconquering the domestic market."

Three years later, the aggressive vocabulary, along with the *panchon* for announcing multi-year financing plans and job creation targets, has all vanished.

In its place has been born a much more sober strategy which is primarily defensive in its overriding objective of holding on to France's (and Europe's) position in the international electronics market before it is overtaken permanently by the powerful international push of companies like American Telephone and Telegraph (AT & T), International Business Machines (IBM) or Nippon Electric (NEC).

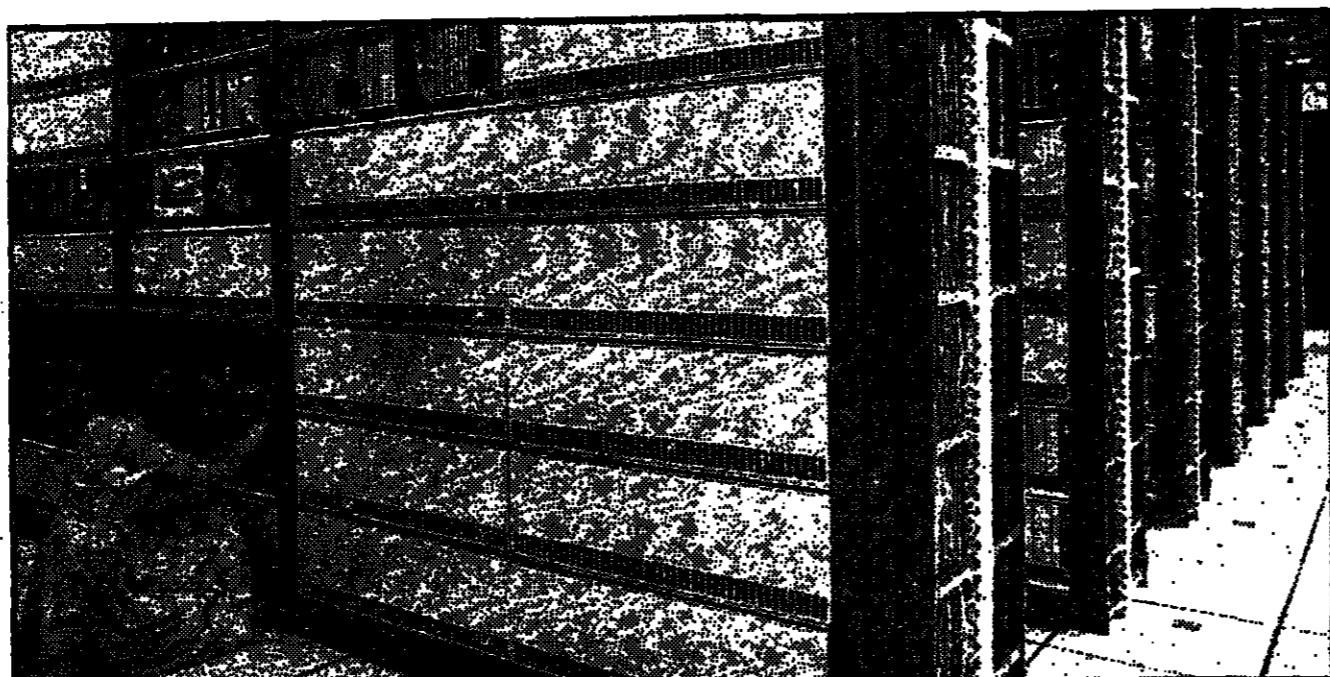
Turning aside from merely national approaches to sweeping changes in world electronics, the French Government has put mounting emphasis on solutions aimed at bringing together European companies to stand up to the multinationals.

After the failure last year of the government-sponsored bid by the Thomson Electronics group to take over Grundig of West Germany, the Mitterrand administration has, however, had to be content with a number of smaller-scale European tie-ups in specialised fields (for instance the French accords with Philips in radio-telephones, the "smart" electronic card and, probably due soon in microwave systems).

Standards

France has been in the van-guard of European countries pushing for unified standards in telecommunications to assist a mooted opening up of EEC markets for public telephones.

Bull, the state computer group, is also the leading proponent of a move for harmonised computer standards within the EEC. Agreement to put into effect standards to enable European manufacturers' equipment to be interconnected, and thus form a potential solid bloc of competition to the dominance of IBM, was reached in March. But harbours hopes that some U.S. computer products will join the



Among European nations, France has been in the van guard in pressing for unified standards in telecommunications. Above: a section of the Thales-CSF telephone exchange in Orleans

of the kind sought with GEC and Plessey of Britain.

Britain, however, is placing less weight on the longer-term questions of European industrial strategies, with overriding attention diverted to British Telecom's impending nationalisation.

Because of the keen desire that BT should be acting as commercial as environment as possible, any direct Franco-British equipment deal is unlikely to be agreed without the contracts first being put out to international tender.

If bilateral deals of this sort fall and there is now growing pessimism in Paris about the chances of a French-British telephone rapprochement, at least within the timescale initially envisaged—two important consequences would

offer of new technology and chalked up a foreign trade surplus of FFr 7bn, against only FFr 755m in 1982.

Telecommunications exports alone totalled FFr 4bn, up 44 per cent, giving this sector a trade surplus of FFr 3bn. Showing the persistent importance to French exporters of traditional French-oriented markets, 20 per cent of telecommunications exports were to Africa, against only 19 per cent to the rest of the EEC.

In sectors where France, however, has most to fear from foreign competition, notably in computers and sophisticated office equipment, desire for more open markets within the EEC could quickly fade if the Government came to the conclusion that this would largely serve non-European companies held stakes in the company following nationalisation) can often be an impediment to the close and wide-ranging cooperation with foreign concerns.

The second danger of any breakdown of European collaboration efforts is that France could again retreat to more narrow protectionist solutions to its electronics industry problems.

At the moment, there is little risk of this because of France's industry's clear reliance on exports. Partly caused by a big drop last year in imports of consumer electronic equipment after the abrupt ending of the 1982 video-recorder boom, the overall electrical and electronics sector in France last year

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 **SOCIÉTÉ GÉNÉRALE**

FRANCE 8

The sector's performance has deteriorated steadily in the last five years

A major industrial headache

The troubled motor industry

PAUL BETTS

PRESIDENT François Mitterrand opened a major exhibition in the Grand Palais in Paris, in the middle of June, honouring the centenary of the French motor industry.

But the show, including nearly 200 models of French cars (starting with the very first four-wheeler built in 1884) and with displays of all the latest electronic and robotic car making techniques, coincides sadly with one of the most difficult periods in the history of the industry.

For the past 12 months, the French motor industry, central to the country's industrial base and employing 300,000 people directly or indirectly, has seen its difficulties accumulate.

The two big French car groups—the state-owned Renault and the private Peugeot group—have, overall, been losing ground to their international competitors. In the case of two of the Peugeot car marques, Citroën and Talbot, they are now fighting for survival.

But if the losses of the two car makers have continued to increase, the other components of the motor industry have also been hard hit.

Perhaps the most eloquent example is Michelin, the French tyre company and the world's second largest after Goodyear of the U.S., which is currently seeking to reduce its workforce in France by nearly 5,000 people by next year.

A report just published by the Economic and Social Council, an authoritative Government advisory body, paints a bleak and alarming picture of the current situation in the French motor industry.

Its performance has steadily deteriorated during the last five years. Indeed, since 1979, a record year for French car production exports and registrations, the industry has lost market share both in France and abroad. French car makers, who produced 3.3m vehicles last year including 2.95m passenger cars, sold 500,000 cars less in Europe last year than in 1979.

The mounting problems of the



During clashes at a Talbot-Peugeot car plant, an employee calms a colleague holding a small pistol.

car industry are posing one of the biggest industrial headaches for the socialist Government. The troubles of the industry are in a sense the most transparent example of the difficulties for France of pursuing an industrial policy involving restructuring at the same time as modernisation.

No one disagrees with the need to restructure and modernise the car industry, but no one—the Government, the unions, the car makers—seems able to agree on how to translate the theory in practice.

Traumas

Efforts by French car-makers to cut back their labour force and improve productivity have caused a series of social traumas during the past 12 months. The most spectacular and violent involved Peugeot's Talbot subsidiary, acquired by the French private group five years ago from Chrysler.

Talbot, which Peugeot took over during its head days of expansion to transform itself in a leading European volume car producer, has been a major drag for the private French group virtually from day one.

The large but old Talbot plant at Poissy, outside Paris, has been at the centre of a labour dispute of unusual intensity. Along with the other large car

plants in the Paris area, Poissy has a large proportion of immigrant labour, mainly from North and French-speaking Africa. And in most cases, the traditional French unions, the pro-Communist CGT and the pro-Socialist CFDI, have been unable to control the immigrant labour base of these large car plants.

Peugeot lit the fuse last summer when it announced it would lay off 7,500 workers from its Talbot and Peugeot car divisions in France. Although the Government agreed to allow the company to reduce its workforce by early retirements and other "socially acceptable" devices, it rejected at first Peugeot's attempts to make about 2,900 compulsory redundancies.

The Government subsequently agreed to 1,900 redundancies entailing the trade unions and the car workers who accused the administration of negotiating a deal with the car company behind their back.

What followed in January captured all the international headlines. Peugeot threatened to shut down Talbot and changed the legal status of the subsidiary in what was seen as a first step towards possible liquidation. Riots exploded in the Poissy car plant.

The Government held firm on its job compromise with Peugeot management. The rioting

ended and Peugeot announced it would go ahead with a FF 1.2bn investment programme at Poissy to prepare the plant for production of a new medium-sized car model.

Since then Peugeot has sought to restore a little lustre to the tarnished Talbot image. But in a declining French car market (sales are down 12.6 per cent for the first five months of this year compared with 1983) Talbot has continued to plunge on the French market with a sales decline of more than 50 per cent during the first half of the year.

And just as the situation at Poissy was starting to calm down, Citroën, the other financially troubled division of the Peugeot group, replaced Talbot in the front-page headlines.

Peugeot is seeking to reduce 6,000 jobs at Citroën including some 2,400 compulsory redundancies. Its plant at Aulnay-sous-Bois, outside Paris, was recently occupied by workers protesting the company's plans.

The Government has so far rejected the Citroën redundancies and once again a potentially explosive stalemate has developed which could soon come to a head.

If the situation has appeared calmer on the surface at Renault, it is no less preoccupying. The state-owned car group has been plagued by losses, largely from its truck business.

Renault has been losing market share because it is in the middle of renewing its car line and also suffers in the truck business especially from over employment.

Like Peugeot, it has sought ways of reducing its workforce without having to make redundancies. But apart from early retirements, there are few options at a time of growing unemployment in the country.

The Government subsequently agreed to 1,900 redundancies entailing the trade unions and the car workers who accused the administration of negotiating a deal with the car company behind their back.

On the one hand, these immigrants now regard themselves as French. On the other, they believe their prospects are gloomier in the homelands than in France.

In the turn reflects the dilemma, the contradictions and the difficulties for a left-wing administration to conduct a pragmatic industrial policy.

To remain competitive, the French car industry will have to shed about 50,000 jobs between now and 1988, a recent study by Insee, the French state statistic institute, warned recently.

The Economic and Social Council report on the car industry also says that two out of every three salaried workers in the French car sector will have to be reconverted or requalified before the end of the decade. And with that, the two car companies will have to raise a total of about FF 20bn a year to finance the necessary investments to remain competitive in the world car market.

But who is going to pay for these investments and the costs of workers retraining and reconversion?

It is clear that the present debilitated financial state of the two French car groups will require a substantially heavier financial aid effort from the Government to support the domestic industry.

Between them, the two French car companies lost FF 4bn last year and have accumulated debts totalling about FF 60bn.

Big questions

The question then is how is the state going to be able to increase its support of the sector at a time of continuing budgetary restraint and economic austerity?

And related to this problem is the equally crucial question of how the Left-wing Government will tackle the labour issue in the car sector after its electoral defeat in the June European elections.

During the European election campaign and in an effort to defuse the current work reduction controversy at Citroën, the Left-wing administration revived the idea of the 35-hour working week.

But despite the battle for the 35-hour week in West Germany, the Government in France appears to have already abandoned any hopes that reducing the working week can provide a realistic solution. And this, in turn reflects the dilemma, the contradictions and the difficulties for a left-wing administration to conduct a pragmatic industrial policy.



Waves of recent demonstrations by farmers show how strong their lobby is in France: the root of the problem is anger over the Common Agriculture Policy

Deep anxieties about the future

PRACTICALLY no month has gone this year without some protest, at times violent and massive, by the powerful French farmers lobby.

In January, milk and cattle farmers from Normandy and Brittany seized and hijacked British lorries and their drivers carrying imported frozen meat into France.

In most cases, the cargo in the lorries was set on fire or distributed to local hospitals and charities. In one case, a pair of British lorry drivers were seized and marched down to Paris before the French Government intervened after a major protest from London.

Farming

PAUL BETTS

with anxiety the negotiations over the enlargement of the European Community to embrace Spain and Portugal.

"We have enough problems with Italy, remarked a wise grower during a recent visit in the Midi, the southern part of France whose wine producers have been extremely militant again of late against enlargement.

Under the circumstances it is not surprising that M. Rocard, the French agricultural minister, has come under fire from the farming profession.

"Rocard should have quotes imposed on his pay," is a recent favourite slogan at farmers' demonstrations.

But the protests appear to have done little to damage M. Rocard's image as the most popular leading Socialist politician in France. Indeed, if anything, his conduct as Agricultural Minister both in France and in Brussels, has won him more praise, even reluctantly from his many foes in his own Socialist party.

When M. Rocard was given the agricultural portfolio last year, the appointment was widely seen as a further attempt by President Mitterrand to undermine one of his most serious rivals at the top of the party. After all, President Mitterrand and his supporters have never really forgave M. Rocard's hasty attempt to present himself as a Socialist presidential candidate in the 1981 presidential elections subsequently won by President Mitterrand.

M. Rocard, in private at least, has acknowledged that the agricultural ministry could have requested a major political trap.

Signalling what could perhaps be a thaw in the relationship between the two men, President Mitterrand recently paid a surprise visit to Conflans-Sainte-Honorine, a small town west of Paris whose mayor is none other than M. Rocard.

What is more, it was at Conflans that M. Rocard announced he planned to run as a presidential candidate.

By making this gesture, President Mitterrand immediately sparked off in the excited French political media that M. Rocard could no longer be ruled out as a potential candidate to replace M. Pierre Mauroy as Prime Minister.

opposition to the construction of a universal rolling mill at Caen's long products division in Lorraine almost certainly contributed to his downfall.

Undoubtedly the decision not to proceed with the Gandrange mill was the key element of the revised steel plan. It represented a turning away from costly mammoth steel ventures—Gandrange would have cost about FF 1.5bn—in favour of more flexible steelmaking units. It also reflected a further concentration of French steelmaking capacity on the coastal plants of Dunkirk and Fos at the expense of Lorraine, which depends on high cost local ore.

The only major steelmaking operation in Lorraine in future will be Saciol's Sollac division which makes sheet-metal—much of it going to the nearby West German car market. The Neuvès-Maison steel mill is to be shut, and at Longwy three will be a partial switch from smelting shops based on local ore to electric arc furnaces fed by cheaper scrap metal.

These are bound to be reinforced by the surprise decision at the end of last month to replace M. Raymond Levy as head of Usinor after his contract expired. Appointed only in 1982, M. Levy was the first French steelmaker to say publicly that the Government's initial steel plan was unrealistic and to advocate that decisions on the industry's future be based on a return to profitability.

M. Fabius, the Minister of Industry, who proposed that M. Levy be replaced, held against him that he had failed to explain his policies to the unions. His outspokenness and his



Car workers at Poissy await results of yet more discussions between unions and management

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The coal and steel sector

PAUL BETTS

OF THE difficult industrial choices that faced the Government at the beginning of the year, the restructuring of the coal and steel sector seemed the most difficult.

Charbonnages de France, the state-owned coal group, cost the Government in subsidies and losses FF 7.2bn in 1983. The two state-owned steel groups, Usinor and Saciol, ran up a combined loss of FF 10bn last year, including their cumulative losses since 1980 to FF 29bn.

The Communist-led CGT union is deeply entrenched in both sectors and committed to a policy of raising output by cutting back imports. The Government itself, in the euphoria of taking office in 1981, promised to raise coal output to 30m tonnes a year by the end of the decade from 20m tonnes at the time, and to increase steel production to 24m tonnes from a 1981 level of 21m tonnes.

In fact the about-turn in policy forced the Government both by falling demand and its inability to continue financing such heavy losses—has so far been less painful than expected. There were token strikes and demonstrations in the coal areas before CGT disclosed its new coal plan in March.

The violence in the eastern steel-producing region of Lorraine was much greater after the new steel plan was unveiled later in March. But though the full impact of the planned job cuts has yet to be felt, Lorraine for the moment

seems to have slipped back into resentful silence.

In the coal industry, the decision announced by M. Michel Hug, the chairman of the CGT, provide a medium-term framework for the industry similar to that on which the former government of Prime Minister Raymond Barre was working.

Output will be steadily cut back from the 1982 level of 18.5m tonnes to 10.5m tonnes by the end of the decade. The workforce of 57,000 will be cut by a half over the next five years through early retirement or redeployment to Electricité de France (EdF).

The Government has agreed to maintain the state subsidy to EdF at FF 6.5bn a year—the 1983 level—in constant terms over the period. It also twisted the arm of EdF, which is suffering from excess nuclear generating

capacity, to purchase more of about 25,000 jobs from the existing workforce of 90,000.

There are doubts, however, about the timing of the required plant closures and whether the revised plan did sufficiently concentrate output deeply into France's excess capacity in fast products (sheet metal, coils).

These are bound to be reinforced by the surprise decision at the end of last month to replace M. Raymond Levy as head of Usinor after his contract expired. Appointed only in 1982, M. Levy was the first French steelmaker to say publicly that the Government's initial steel plan was unrealistic and to advocate that decisions on the industry's future be based on a return to profitability.

In practice they are moving closer to the creation of a unified steel industry along the lines of British Steel. But the Government has stopped short of taking the final step. In announcing a replacement for M. Levy, it shows no sign of taking it.



After news that 20,000 jobs would be lost in the steel sector, workers protest in Marseilles by blocking street traffic with coils of steel

Falling demand forces policy changes

PAUL BETTS

COULD the construction of a universal rolling mill at Caen's long products division in Lorraine almost certainly contribute to his downfall.

Undoubtedly the decision not to proceed with the Gandrange mill was the key element of the revised steel plan. It represented a turning away from costly mammoth steel ventures—Gandrange would have cost about FF 1.5bn—in favour of more flexible steelmaking units. It also reflected a further concentration of French steelmaking capacity on the coastal plants of Dunkirk and Fos at the expense of Lorraine, which depends on high cost local ore.

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The two steel groups, which have long been involved in a sibling war against each other, have been told to co-ordinate their activities much more. Their engineering steels divisions, both of which made substantial losses, have now been re-grouped under a jointly-owned subsidiary.

Their long products divisions have similarly been merged. They have begun to co-ordinate more in the marketing of flat products.

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SECTION V

FINANCIAL TIMES SURVEY

The Turks and Caicos Islands

The least developed of Britain's remaining possessions in the West Indies, the Turks and Caicos islands are attempting to build up their economic base, largely by expanding tourist and banking facilities. In this survey Robert Graham assesses their prospects

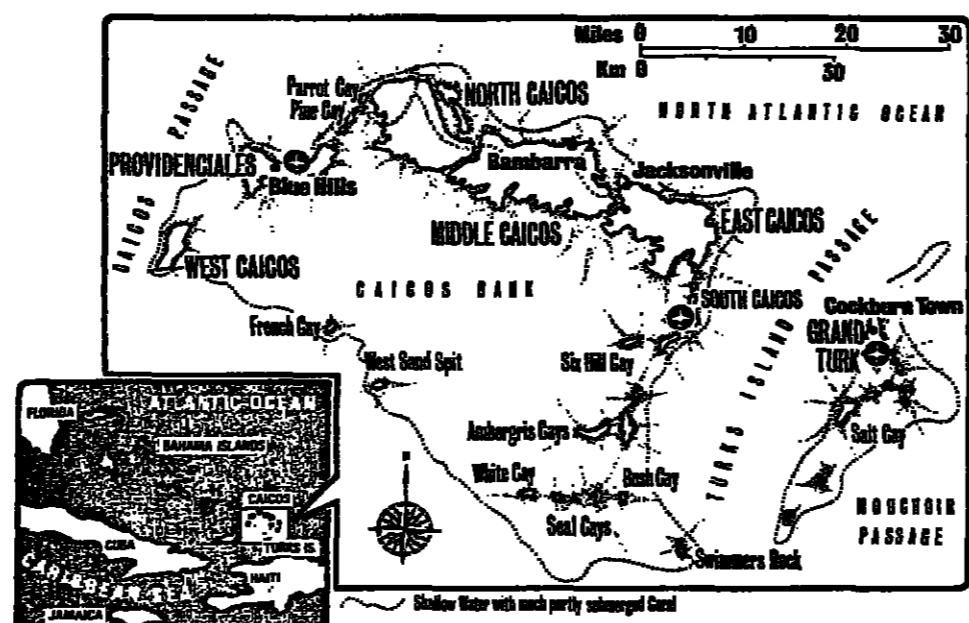
FEWER THAN 100 houses has accelerated. It is most stand on Front Street, Grand Turk. None are higher than "Provo," which is being transformed from a small, virgin wooden structure with corrugated roof. Within five minutes' walk in or just off this, the capital's main street, are the government offices, banks, shops, churches, the public library and even the local prison. Most mornings the loudest noise outside the complex of government buildings is the trade winds beating at the Turks and Caicos.

In Grand Turk the evidence of change is more discreet. But here in the offices of lawyers and trust companies the list of offshore companies they have registered is filling the walls. Grand Turk is beginning to take off as an offshore tax haven and financial centre.

The Turks and Caicos islands are the least developed of Britain's remaining possessions in the West Indies. Only six of the 42 islands and cays that comprise this British dependency are inhabited. Even by the standards of other islands in the region, the Turks and Caicos are thinly populated, with no more than 8,500 permanent inhabitants. Of these just under half live on Grand Turk.

Regular contact with the outside world is a recent phenomenon. There are no direct flights to London, and the flight from Miami to Grand Turk is still a social event at the airport. The cinema has yet to come, and probably never will, overtaken by video and the U.S. TV programmes which residents pick up on their satellite dishes.

Change has come slowly. But in the past four years the pace



of society is being changed. Labour is being imported (legally and illegally) from the Dominican Republic, Haiti, and to a limited extent, from Jamaica. Financial services are dominated by Europeans and Americans who either have work permits or have acquired residency.

When the previous FT survey on the islands was produced in 1970, it was uncertain whether the British government would support the introduction of another tax haven and offshore financial centre in the area. Already there was Bahamas, Bermuda, Cayman, the Netherland Antilles and Panama. In the end the project was endorsed largely because this activity, and tourism, were seen as the sole means of achieving economic independence.

The Turks and Caicos aim is more modest, linked to the fact that such a small indigenous population could easily be swamped by expatriates. Even on the basis of existing development it is clear that the nature

scarce—all the houses are obliged to build rain water tanks to survive periods of drought. The salt industry, developed by the Bermudans 300 years ago, finally collapsed in the mid 60s after a long period of decline. The lack of resources and small population has made almost any manufacturing venture uneconomical. Indeed, lack of opportunity led to large scale emigration to the Bahamas and the U.S. mainland, so that now more islanders live outside than on the Turks and Caicos. Funds came from remittances, customs duties, rent from the U.S. for the use of base facilities (submarine surveillance, radar and coast guard) and British aid.

None of this has been very substantial. The British Government always found itself caught uncomfortably between the need to provide adequate development funding and its unusually high cost, given the need to import everything, and the necessary duplication of so many ser-

vices on each of the inhabited islands. Whitehall erred on the side of caution and development was under-funded.

Some islanders go further and talk of outright British neglect in the past, which encouraged the more unscrupulous to resort to the drugs trade. The islands are ideally located for refuelling of light aircraft travelling between Colombia and the U.S.

Biggest single aid project

Fears that the airport at Providenciales might encourage the drugs trade led to considerable opposition in the House of Commons to the project. The contrary has, in fact, occurred. Spurred by the bad publicity and under pressure from the U.S. administration to co-operate in tightening up on drugs entering the U.S., there has been determined effort to stamp out drug activity. The Governor, Mr Christopher Turner, who is directly responsible for this, is

confident that the drugs problem has been largely resolved.

The Providenciales airport cost \$10m. Even though costs were pared to bare essentials this was the biggest single aid project undertaken by the British Government, and involved a massive search and rescue operation. The islands are ideally located for refuelling of light aircraft travelling between Colombia and the U.S.

Even after the airport went ahead, several hiccoughs occurred before the \$23m French investment began. Still more projects of this order must come before the airport justifies itself. But if present trends continue this should happen: the airport and the consequent Club Med investment have been taken as a vote of confidence in the islands' future.

It is doubtful whether Providenciales would have got the

airport if the decision had not been a political one. In 1979 the leader of the People's Democratic Movement, Mr JAGS McCartney was pressuring for independence from Britain. The airport was in effect a going concern. However, in 1980, before independence was realised, Mr McCartney was killed in a plane crash. This forced an election in which the Progressive National Party, headed by Mr Norman Saunders, emerged victorious on a platform of outright opposition to independence.

For Britain it was a bit like a wedding called off at the last moment with the dress already chosen.

The thrust of British policy had been to gear both the constitution and the economy towards independence. Thus two political parties had been encouraged and a wide measure of self-government instituted under a 1976 constitution.

Mr Saunders believes the best guarantee for the islands' future is remaining a British dependency. Significantly in fresh elections held last month and won by Mr Saunders and the PNP, independence was not even raised by the PDM.

Mr Saunders, since first taking office as Chief Minister in 1980 has used the British connection to his good advantage. He has made it a cornerstone of his policy of promoting the islands' tourist and offshore business, pointing out this guarantees political stability for investors. Although the offshore legislation began to be put in place in 1979, investors were wary of the political situation and hesitated over Mr McCartney's independence plans.

The Turks and Caicos have directly benefited from disengagement by some offshore operators in the neighbouring Bahamas who have found it increasingly difficult to deal with the independent government. Equally, the Turks and Caicos have benefited from the oil publicity acquired by Cayman for attracting laundered money. These factors have combined to give a start to the offshore business, and

by the same token, to investors searching for new opportunities in real estate and tourism.

A good deal now depends upon the snowball effect of confidence, because both offshore financial activities and tourism now require substantial greater investment than has hitherto been the case. For instance, more flights are essential from Miami but these will only be put on if Air Florida believes the potential exists, or the privately owned national airline, TCNA, takes the risk in starting a service. More passengers can only come if there is hotel space—a classic "chicken and egg" situation.

Secrecy talks with U.S.

Another imponderable is how the increasingly tough attitude of the U.S. Justice Department and the Internal Revenue Service is going to affect Caribbean offshore centres. Negotiations are taking place between the British and American governments on a treaty covering extra-territorial and the question of access to confidential financial information.

Secrecy laws in Caribbean tax havens are a growing source of irritation to the U.S. authorities. The issue has been highlighted by the case of the Bank of New Spain, which was obliged by the U.S. Supreme Court on appeal to hand over documents relating to its Bahamas operations or risk a \$25,000 per day fine. To many sheltering in tax havens this seemed the beginning of the end of bank secrecy. The British Government, aware of the consequences for its dependencies of Cayman and the Turks and Caicos, has resisted the idea of breaching confidentiality, pointing out the absence of guarantees as to how the information will be subsequently used. Information given to the IRS, for instance, could be passed to the Justice Department.

CONTINUED ON
NEXT PAGE

ADVERTISEMENT

Message from the Hon. Norman B. Saunders Chief Minister of the Turks and Caicos Islands



I am grateful to the Financial Times for providing me with the opportunity to tell you about our beautiful Islands, which are one of the five remaining British dependencies in the Caribbean.

The Turks and Caicos Islands lie at the end of the Bahamas archipelago and north of the divided island of Hispaniola. The group consists of six major inhabited islands, two other large islands uninhabited today but which could easily be developed and very many small islands and cays. The climate is ideal being sunny for most of the year and yet cooled by the Trade Winds blowing from the east. With miles of golden sands, the best diving in the world, the stability provided by our association with Britain and a friendly and welcoming population, a more delightful spot to visit for a quiet vacation would be hard to imagine.

Communications are good; there is a regular jet service from Miami five days out of seven and air services to the Bahamas, Haiti and the Dominican Republic at less frequent intervals, so getting here is no problem. Communications for the businessman by phone or telex are excellent too.

Not many people in the United Kingdom may be aware that you can actually dial a telephone number in these Islands from there. So we are not really so remote, even if it appears so when you are here enjoying the peace and tranquility of our small island communities.

A six-island territory such as ours does have problems with internal communications and adds to the cost of administration when the total population barely exceeds 8,000. On the other hand it does produce variety, for every island is different. Grand Turk, the capital, is picturesque and is becoming an important financial centre which will be barely recognisable in a few years' time if present trends continue. Salt Cay to the south is a place where time has stood still but is blessed with all the amenities for a quiet

and peaceful vacation. South Caicos is the centre of the fishing industry but also has tourist potential. In contrast to the urban salt islands that I have just mentioned, the other Caicos Islands are rural with the inhabitants living in small settlements, with one exception, close to the sea for fishing was until recently their main source of income. Today, especially in the rapidly developing island of Providenciales, tourism is providing a much higher standard of living for the islanders.

We are well aware of the social problems which rapid tourist development can bring about but we are confident that the people can cope with this and we, of course, do understand that much stricter planning controls are needed if the beauty of these islands is to be retained.

The two remaining islands, North and Middle Caicos, are still largely undeveloped and very rural in character. Farming is still practised in these two islands, mainly by the older people for home consumption. While my Government is keen to assist farmers who are able to supply the new hotels and restaurants with foodstuffs which can be grown locally, we do accept that in future, as is the case today, virtually all foodstuffs other than sea foods will have to be imported.

To return to the Island of Providenciales which most readers of the Financial Times will know something about, thanks to the generosity of the British Government in financing the new jet airport and related infrastructure and the decision by Club Med to establish on the island one of their vacation villages. This is now under construction and is expected to be completed in time for Christmas. The "Club Med Project," as this development is usually referred to, is a success story; the airport itself has already led to rapid development of the island with new hotels, condominiums and holiday homes being built. This will bring in extra and badly needed revenue for my Government, and provide additional and well paid jobs for our people, especially those from the adjacent islands where unemployment has for so long been a problem. Indeed for this reason so many of the inhabitants of these islands have had to leave their homes for the Bahamas, the United States and even farther afield to seek employment and greater opportunities than what were then available at home. This is no longer so and a movement back to these islands of persons who have gained useful skills and experience overseas is already noticeable.

I am aware there has been much criticism in the United Kingdom about the Club Med Project, mainly it seems by those who are unfamiliar with the problems and aspirations of developing countries. These doubts are not shared by the people of these islands who are most grateful for the help given to us by Britain.

Travelling around the islands these days is by air. Each island has its own airport and there is a regular air service between them operated by the national carrier, Turks and Caicos National Airline (TCNA) for short.

I must now turn to the history of the Islands which were discovered by Columbus or one of his associates and one of our islands may well have been Columbus's first landfall in the new world. British administration dates back to 1766 when one Andrew Seymour was appointed the King's Agent and the Islands have been British ever since, though for varying periods the Islands were ruled from the Bahamas and until 1962, when Jamaica was granted independence, they were a dependency of that country. Today the Turks and Caicos Islands are a British Dependent Territory with,

of course, a considerable degree of internal self government and there are no plans to change this status.

Salt was what led to the settlement of the Islands and most of the settlers came from Bermuda with which country the Turks and Caicos Islands still retains strong links. Later the Caicos Islands were settled by loyalists after the American Revolution and the ruins of the plantation buildings they had then established can still be seen.

After the war it was clear that due to technological changes, in particular the absence of a deep water port and thus the lack of quick and cheap methods of loading the salt on to ships, the industry was in decline. Salt production finally came to an end in 1976. Since salt was the reason why these islands were settled in the first place and the mainstay of the economy, a serious depression and mass emigration followed. We then faced the same problem as many towns in the United Kingdom have faced and are still facing—the collapse of their industrial base.

We have then had to find an alternative means of livelihood with few natural resources, besides the sea, the sand and the sun and, of course, our status as a Dependent Territory. Today the economy is dependent on fishing (Conch and Crawfish), primarily for the American market, tourism and off-shore finance. Deposits of the mineral aragonite have recently been found in the shallow waters of the Caicos Islands and these will soon be exploited, care having been taken to protect the environment.

I have already stressed what we have to offer to tourists and those developers who cater for them but what about developers and businessmen in general? First of all we can offer the stability provided by our status as a British Dependent Territory. Secondly we use the American dollar as our currency. Thirdly the Islands are a completely open economy—you can bring your money in and take it out without the approval of anyone. Fourthly there is no income tax—since virtually everything is imported it is much easier to raise revenue through Customs duties. Fifthly, as I have already mentioned, though these Islands are far away we enjoy excellent communications with the outside world and, last of all, having learnt from the mistakes of others, we offer very competitive rates for companies who wish to take advantage of our tax-free status and register with us and at the same time extreme care is exercised to avoid allowing to the unscrupulous. For more information I suggest you read the advertisements in this supplement.

Finally, when you have read through this supplement and have learnt something about these Islands why not pay us a visit? Whether you come here on business or for pleasure, or combine the two as so many people now do, you will be most welcome. You can then see for yourself what we have to offer. Remember it is easy to reach Grand Turk, the capital, from Miami International Airport to where planes come from almost anywhere.

The Chief Minister's Office
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Turks and Caicos Islands

THE TURKS AND CAICOS ISLANDS 2

Economy

Aiming for financial independence



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THE ISLANDS can work a spell: the slow pace, lack of noise, the ability to do business on one small street, ubiquitous chalk white sand, alongside emerald clear sea. Against this backdrop, if one looks to the politicians and the developers, they are lyrical about the islands' possibilities, reality can disappear very quickly.

That enormous potential exists is without question. The islands have the right combination of location, available space, climate, legal status and political stability to evolve as an upmarket tourist resort and offshore finance centre.

But there are very real constraints. The resource base is minimal; the budget can only be balanced by British grant-in-aid; labour both skilled and unskilled is scarce in an already tiny active population; and the infrastructure is inadequate to cope with development on a larger scale.

Development is being held back by a chicken or egg situation. Businessmen—whether they are bankers looking at the offshore business or hotel operators interested in tourist development—are all hesitant. They want the infrastructure of ports, airline connections, labour, housing etc in place first. But the Government and the private sector—one makes development commitments if the other know that the bankers and the developers will definitely come.

The classic instance of this is the Providenciales Airport. Club Med only accepted to invest \$25m on Providenciales if there was an international airport. The British Government agreed to provide funding after much agonising and in a sense gambling that both Club Med and others would see the investment as a catalyst.

Mr Christopher Turner, the Governor, made the point eloquently when opening the \$10m airport earlier this year: "It makes no economic sense to build an international airport of this order to service two or three hundred beds and two or three thousand people, especially in an island group that has at least two international airports. But it is an act of faith."

It is doubtful whether the British Government would have come through with this commitment had it not been conceived in 1980 as a "going away present" prior to independence. The mood is less generous today in Whitehall.

Agriculture limited

The islands are the last in the region to begin developing. The historic industry was salt production from an extensive network of salt-flats on Grand Turk and Salt Cay. After almost 50 years of decline the industry collapsed in the early 60s. This left small scale lobster and conch fishing as the only revenue earning industry.

The dry climate, combined with constant wind erosion and poor soil confine agriculture to North and Middle Caicos, and this is a very small scale again. The sole means of employment have therefore been in government or in the various US base facilities. And since these outlets themselves could absorb little, the bulk of the workforce emigrated either to the Bahamas or to the U.S.

The islands' plight would have been a lot worse during the last decade if there had not been considerable revenue generated from the drugs business. The Turks and Caicos Islands were ideally placed to service clandestine aircraft or vessels bringing hard drugs from Latin America, mainly Colombia, to the U.S. South Caicos with its good airport and oil storage facilities, became a major centre.

As early as the late 60s the Government began to think in terms of developing an offshore financial centre and accompanying tourism, similar to that successfully pioneered by the Bahamas and Cayman.

However, the judicial basis for such a development was not ready until 1980, and indeed that year marks the beginning of the islands' take-off. Fortunately the risk of the Bahamian and Cayman has been vindicated—largely by the Bahamians upsetting investors with their post-independence politics and by the Caymans suffering from a bad image as a result of a spate of exposures of money being laundered there.

The islands yet to establish meaningful statistics. Growth and development can only be illustrated by crude yardsticks. For instance, Government revenues in the past five years have almost doubled, from \$5.7m in 1979-80 to \$8.6m in 1983-84.

The main source of Government income comes from customs duties on imports. This as a proportion of total

Where the money comes from

	(in U.S.\$)	1979/80	1980/81	1981/82	1982/83	1983/84
1. Customs	1,425,270	1,804,562	2,227,824	2,611,373	3,552,430	
2. Licences	164,707	211,050	178,784	178,773	189,541	
3. Internal Revenue	323,688	605,893	739,328	1,203,918	1,406,409	
4. Other Departmental Revenue	49,155	244,915	1,882,244	1,815,244	2,115,451	
5. Interest	2,655	3,945	24,542	22,003	13,897	
6. Coin Programme	233,729	86,593	102,809	46,113	46,113	
7. Miscellaneous	21,686	29,666	40,990	23,672	20,173	
8. Electrical Utilities	425,119	467,332	67,329	72,064	60,174	
9. Savings Bank				174,200	19,000	
10. Water Utilities					760,333	
11. U.S. Base Rental	2,702,500	957,500	830,000	830,000	830,000	
12. Royalties—Ship to Ship Oil Transfer	4,000	44,000	52,000	13,181	16,177	
13. Contribution from Capital Aid towards PWD Costs		101,681	212,014	136,179	130,943	
Turks Islands Government Air Services	13,044	5,183,533	6,177,923	5,243,515	8,614,863	
Budgetary Aid	5,798,941	—	1,770,874	2,106,153	1,997,757	
Budgetary Aid for Previous Years	45,923	5,847,864	7,948,797	9,343,668	10,612,580	
Overseas Service Aid Scheme	19,855	13,041	120,349	32,732	9,427,450	
	5,867,720	5,196,580	8,069,145	9,427,450		

Where the money goes

	(in U.S.\$)	1979/80	1980/81	1981/82	1982/83
Administration (UK DEV AID)	277,887	299,343	48,815	98,169	
Communications and Works (UK DEV AID)	1,757,978	1,887,774	5,711,180	5,892,386	
Other Projects (Various Donors)	939,610	64,703	128,356	96,316	
Total Capital Expenditure	2,975,475	2,251,820	5,888,351	6,086,871	
Total Recurrent Expenditure	5,608,499	6,967,773	7,588,890	8,938,897	
Total Retainable Surplus Expenditure	64,540	51,104	20,853	14,851	
Total Recurrent, Retainable Surplus and Capital Expenditure	5,648,514	9,270,697	13,498,194	15,040,618	

have been a lot worse during the last decade if there had not been considerable revenue generated from the drugs business. The Turks and Caicos Islands were ideally placed to service clandestine aircraft or vessels bringing hard drugs from Latin America, mainly Colombia, to the U.S. South Caicos with its good airport and oil storage facilities, became a major centre.

Vehicle registrations, another yardstick, increased 35 per cent between 1981 and 1983. There is no control over money supply but the dollar depreciates freely and in general the Government lets the market place determine inflation and wages.

Wages are determined by availability of labour, all of which is non-unionised. There is a tiered market, depending on nationality: few locals work as unskilled labourers. This is left to Haitians and persons from the Dominican Republic.

A basic \$3 per hour is usually paid for unskilled work but there is no minimum wage.

Prices are fundamentally those prevailing in Miami plus the freight, distribution and mark-ups necessary on a small scale turnover. Moving goods off a vessel and to the customer (rarely more than 10 miles) usually costs more than the \$97 miles journey from Miami plus the port handling charges there.

However, as more business is done, organisation improves and competition begins, prices have held steady and in some instances come down.

The most inflationary element on the islands is the price of land. Prime locations have changed hands at prices that reflect little of the nature of the economy and are mostly a result of speculation and tax

revenue has risen from 24 to 33 per cent. Capital and current expenditure rose from \$8.6m to \$15m between 1979-80 and 1982-83.

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registrations. The 1982-83 up to \$500,000 in annual royalties. The Government talks of having a balanced budget in 1985. This may prove too optimistic.

These achievements are mitigated by the sudden loss of all important rents from the U.S. Government's base on Grand Turk, worth \$830,000 a year. The U.S. Air Force pulled out in February and only a small Federal Aviation Authority radar facility has been set up in its wake.

Losing 10 per cent of total revenue with no more than two months warning has been a rude shock. As a sop the Smithsonian Institute has begun studies on a project to breed spider crabs which could generate jobs and be worth \$25m in exports. But the Government is hoping for something more substantial from the U.S.

Meanwhile some comfort is being drawn from the recent signature of a contract to extract aragonite from sand-banks off West Caicos, beginning at the end of this year. The Government stands to earn

up to \$500,000 in annual royalties.

The Government talks of having a balanced budget in 1985. This may prove too optimistic. If the Government is to control development throughout the archipelago and maintain what is already there, then current expenditure is bound to rise at a faster rate than previously. For instance there are maintenance costs for Providenciales Airport, of some \$500,000 a year alone. The Government is also trying to establish a greater administrative presence on Providenciales.

Personnel will have to be drafted in—police, customs, schools—and housing costs are 20 per cent higher than anywhere else on the islands.

All these are growing pains which need not matter provided the Government's policy is clear and enjoys a reasonable amount of luck. In the end the island's economy is dependent upon North America. If the North American economy thrives the Government will look to these islands as the last real development opportunity in easy reach of home.

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TURKS & CAICOS

THE TURKS AND CAICOS ISLANDS 3

THE TURKS and Caicos Islands have fewer than 4,000 voters, and in small community politics personality counts for a great deal. With two political parties both offering broadly similar options and the powers of government limited by Whitehall, personality weighs even heavier.

Mr Norman Saunders, the Chief Minister, seems to have made his mark. He has just been given a resounding vote of confidence by the islanders for a second four-year term in office. The British Governor, Mr Christopher Turner, is still the final arbiter on the islands; but it is Mr Saunders who is credited with a determined vision to put the Turks and Caicos on the map.

In elections at the end of May for the Legislative Council, he and his Progressive National Party (PNP) won 62 per cent of the vote and eight of the 11 seats. The margin of victory was greater than his supporters dared hope, though he himself had confidently predicted such an outcome.

The opposition People's Democratic Movement (PDM) were hard put to find a real issue. They were still dogged by the unpopular move to seek independence from Britain which cost them the 1980 election.

In vain they tried to maintain that the islands greatly increased prosperity over the past four years of PNP government; they had set in motion. Although this was partly true, the conservative islanders preferred the man they knew and more and a Christian name terms with him. He is quiet-spoken, affable and has brought much needed authority to the government.

The opposition were also dogged by an ill-explained last minute change in leadership. Mr Oswald Skippings, who had led the party for four years since the death of its founder "JAGS" McCarney, was removed only 10 days before the poll. The PDM chose instead Mr

Vote of confidence for Chief Minister Norman



Left: Mr. Christopher Turner, who as British Governor is the final arbiter of power. Right: Mr. Norman Saunders, the Chief Minister, with whom most islanders are on Christian name terms

Clement Howell, a former teacher and civil servant fighting the Provinciales seat for the first time. He managed to win this by 12 votes. Mr Skippings, who is still only 31, was made deputy leader.

By contrast Mr Saunders retained his seat for his native South Caicos by 245 votes to 46. South Caicos, whose economy he has been responsible for developing, is very much his fiefdom.

Born in 1943, Mr Saunders attended the South Caicos

primary school before going to the Turks and Caicos High School. Right from his school days, he says, he was involved in community work and talking politics. But he started out by studying accountancy, getting his first job with the Turks Islands Salt Company. This was one of the few ways of then avoiding going into the fishing industry that supported South Caicos.

When the salt company was wound up in 1964 as the in-

dustry became too uncompetitive, he moved to the Caicos Company, a service group whose operations included aeroplane and ship fuelling.

In 1972 he took charge of the Caicos Air Service Company, an arm of the Caicos Company which managed the fuelling operation of the airport.

A year later he and a partner made a successful bid to buy out the company, which he still controls. Since then his business interests have expanded considerably and he

is now one of a handful of the islands' most prominent business figures. (He is also the singles tennis champion.)

Mr Saunders first ventured into politics in 1967 winning South Caicos for the PNP just after he had married a former medical student, Emily Augusta Malcolm, also from South Caicos. He has held the constituency ever since.

He is unequivocal in his desire to see the islands remain British. He feels that the stability provided by British protection guarantees the confidence of investors so essential to promote the islands' development. "Independence is not an issue. We campaigned against it," he says bluntly.

This attitude makes his relationship with the governor harmonious and smooths any potential conflict between Whitehall and the PNP.

Under the constitution drawn up in 1976 government is conducted through an Executive Council consisting of the Governor (who acts as President), the Chief Minister and three elected Cabinet Ministers. These are complemented by three ex officio members—the Chief Secretary, the Financial Secretary and the Attorney General.

The elected Legislative Council and the Cabinet have limited autonomy. Responsibility for foreign affairs, defence, internal security, the public service and finance remain with the Governor. Nevertheless, the wishes of the government on the type of development for the islands weigh heavily on the Governor's actions.

The opposition during the election campaign attacked the PNP for discriminating in government jobs in favour of its own supporters. But similar accusations were made against the PDM when it was in office.

With the independence issue either buried or dormant, the two parties are looking increasingly similar.

The PNP operates on a sort of pragmatic conservatism while the PDM talks more of social issues and certainly considers itself a "people's" party.

The island has not witnessed any "black power" movement and relations with the white foreigners living and working on the island have been remarkably free of tension.

The tranquillity of political life stems from the smallness of the population and its dispersion throughout the islands. Only in the last decade has inter-island contact developed.

Tourism

Infant industry taking off

THE TURKS and Caicos Islands have the kind of beaches that are every advertiser's dream. No trick photography is needed to show miles of empty sand and clear, unpolluted water.

Undoubtedly, the islands possess the tourist product of getaway-from-it-all and sun and sand. But like everything else on the islands tourism is on a small scale, constrained by lack of infrastructure and the high cost of development.

Fewer visitors come to the islands in one year than pass through Miami airport on a busy day. The islands welcomed 14,216 visitors in 1983. The number has been rising steadily over the past decade. But there are still no more than 350 beds available.

More often than not the existing hotels and guest houses have resulted from operations by small groups of investors, and quite frequently individuals. Strictly speaking they are more

inns or guest houses, limited to around 15 rooms, and run very much on a family basis by expatriates with small local staff.

In the early days their clientele was confined to three categories: (a) tourists flying round the area in their private yachts; (b) expatriates working on the islands and travelling within them with friends and relatives; (c) groups of diving enthusiasts who came to holiday in what are claimed to be the best scuba diving waters in the Caribbean/Atlantic.

Travelling round the islands it would seem that the number of genuine tourists is in a minority against those staying for business reasons. Grand Turk has two ambitious marina developments with restaurants and hotels attached, one at the south end of the island, the other in the north creek. But on this island there are few potentially good beaches. The prospects of a big chain hotel is talked of with a site close to the Governor's residence.

South Caicos, with easy access to the best diving, has sought to promote itself as the diving centre. But both its hotel capacity and beaches are limited. North Caicos has good potential but so far has only one hotel, the Prospect of Whiteby. Its growth is restricted by a lack of reasonable port facilities and the airfield not being up to international standards. Nearby Pine Cay has been entirely privately developed by the Meridian Club which has built a complex of beach huts and apartment suites, complete with its own airstrip.

The major development has been along the magnificent north beach on Providenciales. Three hotels are operational in that large area, first—the Third Turtle Inn, the Erebos and the Island Princess. These however will be dwarfed when the Club Mediterranée opens.

Competitive

Perhaps only the Third Turtle Inn at \$105 for a double room is competitive in terms of quality with other Caribbean resort hotels. Even here the predominance of brackish and recycled water affect the taste of boiled food and can provide unpleasantly smelling showers. Visitors, however, tend to forget this against the friendliness of the management, who quickly get to know all their guests, and the natural beauty of the sea and sand.

The authorities want to aim upmarket and have succeeded so far in attracting people more through word of mouth than advertising for which there are limited resources. The success of the infant tourist industry will depend essentially on an ability to contain prices and improve the level of service.

At a broader level tourism would benefit enormously from an effective and close relationship with both the Dominican Republic and Haiti. Both are very close. Not only can they supply labour, raw materials and fresh foodstuffs; they are also attractive tourist centres in their own right.

The Turks and Caicos could serve as an ideal centre from which one- or two-day trips were made to these places, making up for what it lacks in exotic sights.

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THE TURKS AND CAICOS ISLANDS 4

Fishing

U.S. backing for plan to farm crabs

FISHING IS the only sector of the Turks and Caicos economy that generates exports—unless the printing of postage stamps is included. The waters round the islands are rich in all kinds of seafood. The shallowness of large tracts of water inshore also lends itself for fish farming. Great interest is now focused on a project to farm spider crabs which could generate as much as \$20m a year in exports.

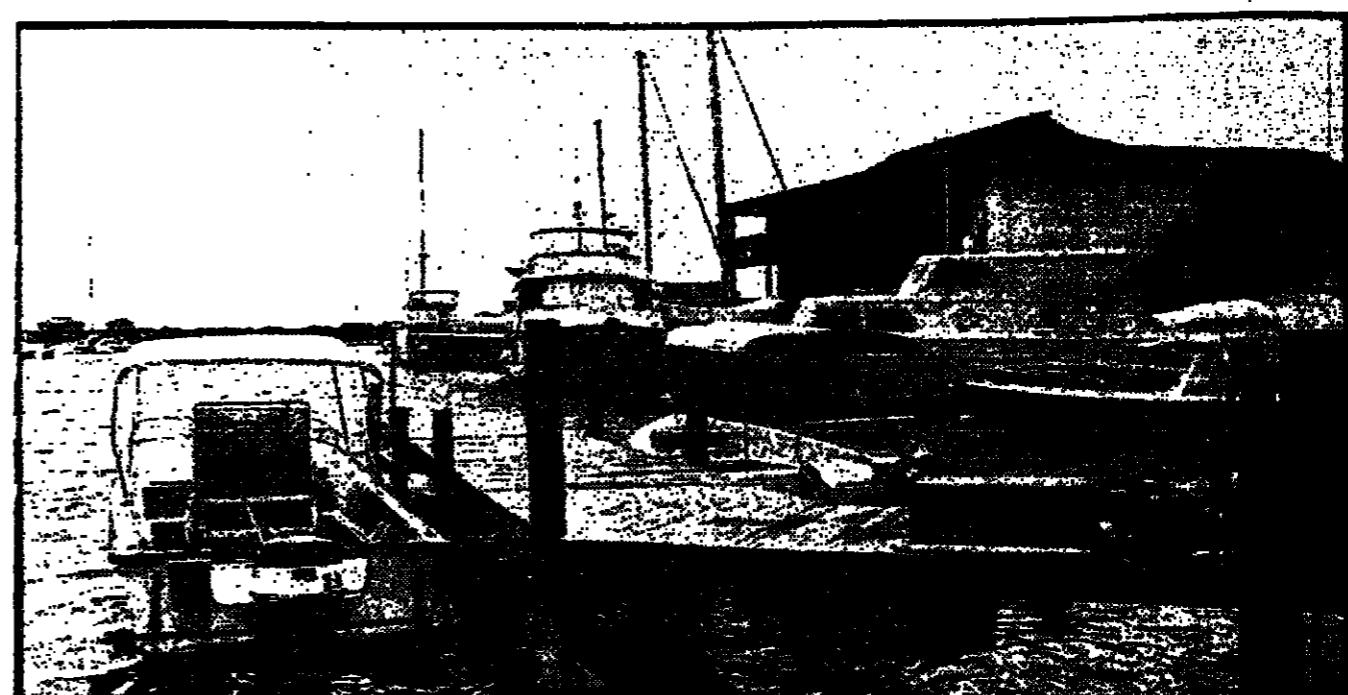
Traditionally the fishing industry has centred on South Caicos which has a reasonable harbour and is close to the Caicos Banks fishing grounds. South Caicos also has the advantage of a good airport from which to export. The packing plants are based on the island, obliging fishermen from the other islands to bring their catch to South Caicos.

The basis of the industry is conch and lobster. The lobster is fished from August through to March, when the Government imposes a ban to preserve stocks. Conch is fished all the year, but since packing plants and Providenciales has recently

acquired two — an important change since fishermen on Providenciales no longer have to run the risk of losing part of their catch to the journey to South Caicos.

The Government issues licences of up to three months for foreign vessels to fish. However, it has very little capacity to police poaching. A certain amount of this takes place mainly by boats from the Dominican Republic.

Investment is necessary in more scientific means of fishing. There is also likely to be greater pressure for local distribution as the tourist



The Turtle Cove marina development on Providenciales

industry expands. But expansion of the tourist industry is going to encourage more fishing out of season for lobsters.

Encouragement is being given to catch scale fish. There are also suggestions that some of the dried salt pans, especially on Salt Cay, be converted to shrimp farms. But the project most likely to get off the ground concerns the farming of spider crabs.

A team from the Smithsonian Institute in Washington is researching the possibility of establishing a spider crab farm in Grand Turk waters. The spider crab

thrives in these waters which are abundant in algae and have the right combination of oceanic and Caribbean currents.

Research in the U.S. has shown that the spider crab flesh is similar to that of the Alaskan stone crab, which is near extinction. Demand for this type of crab meat in the U.S. is huge.

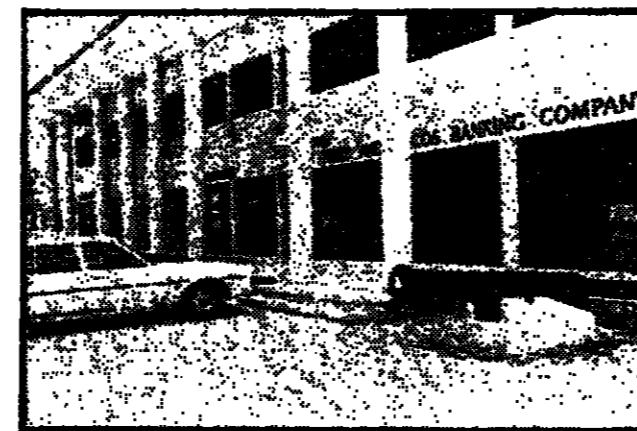
The Smithsonian Institute was originally researching the establishment of spider crab farms as part of a regional Caribbean project. But in the wake of the pull-out of the U.S. from their South Base on Grand Turk last December, it seems that the U.S. administration is anxious to offer the loss of base rental to the islands with a spider crab project.

If the scheme gets off the ground, the aim would be to make the technology available to all those interested with the designation of specific coastal areas for farming in the hands of the Government.

The Government is enthusiastic about the project and anticipates export earnings of over \$20m. The Government levies an export tax on fish products, so this would be an important new source of revenue.

Banking and finance

Carving a niche in the offshore business



The Turks and Caicos Banking Company is a locally incorporated bank but is 49 per cent owned by Union Planters National Bank of Memphis.

currency dealing, purchase of metals and commodities to merchant banking. Confidentiality is covered by the Confidential Relationships Ordinance of 1979 which imposes tough penalties on the breach of express, or implied, conditions of commercial confidence.

To ensure against dirty money, the banks will not handle cash over the counter from persons not previously known and new accounts require strict references. This precaution is considered essential to protect the island's good name, and is of particular relevance given the increasingly powerful reach of the U.S. Justice Department and Internal Revenue Service which are tightening up on laundered money in the Bahamas and Cayman.

"We are ready but the island

is not really yet ready," says Mr Anton Faesler, general manager of the Turks and Caicos Banking Company. For the islands to be functioning as a fully fledged offshore centre, he cites five main prerequisites: direct telephone dialling; daily flights especially to Miami; daily mail; adequate hotel space; and auxiliary services like printing. Improvements in this vital infrastructure are considerable but a lot still needs to be done.

Sliding scale

Similar considerations apply to other areas of offshore activity like company registration, trust companies and insurance.

Under existing law two types of company can be registered, ordinary and exempted. Ordinary companies can be registered for a fee of \$275 with a capital up to \$50,000. Thereafter the fee is on a sliding scale.

In the case of exempted companies, registered essentially for business outside the islands, the fee is \$325 for a capital up to \$50,000, thereafter on a sliding scale.

Exempted companies do not have to file annual accounts nor reveal the names of their directors and/or shareholders. They are guaranteed for 20 years against payment of any taxes.

A small number of companies have been set up on the islands to provide company incorporation and management services. These include registered office facilities and nominee share holders. These are basically run by UK trained accountants and lawyers.

The Turks and Caicos Banking Company, another double licence holder, is a locally incorporated bank. It was founded by Mr Nils Seim, a Scandinavian with long-standing links with the islands. Union Planters National Bank of Memphis has a 49 per cent stake in this bank.

Less well-known is the locally incorporated International Bank for Investment and Commerce. Two other banks were licensed under old ordinances. The South Caicos Bank collapsed in 1982 and its affairs are still being resolved. Its capital was essentially local and it was based on South Caicos. The other started off as the Oxford Bank, changed hands after getting into difficulties and was resuscitated as the Oxford International Bank.

The offshore banks offer a full range of services from

registered during the year or some 10 per cent up on 1982. Last year government revenue from such registrations was \$686,000.

It is hard to tell where the funds originate, since they usually come from either Cayman or Nassau. Recently some companies have begun to re-domicile from Panama. Most of those registering are already established in other offshore centres. Few have yet chosen the Turks and Caicos as their exclusive base. One exception is a group of Greek shipping interests that established Dominion West which has also

invested in one of the three modern office blocks.

The Government is in the process of drawing up a law to cover the creation and administration of trusts along the lines of the Bahamas. With the elections out of the way, this is now expected to be drafted shortly.

The Government is also in the process of refining the existing Banking Ordinance, in particular, it is likely that the restrictions on lending by banks will be changed. At present, no bank can lend more than 25 per cent of its capital and reserves.

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THE TURKS AND CAICOS ISLANDS 5

Property investment

The taming of the 'wild west'

"PROVO, as Providenciales is known, was virgin territory until 1966. Then there were three small settlements linked only by footpath: there was no motor on the island, not even an outboard," recalls Mr Bengt Soderquist, a Swedish surveyor, who teamed up with a group of American investors to develop the island.

Back in 1966 Orman was administering a relief programme on the island. Now there is over \$55m worth of construction work in progress.

In Grand Turk where the atmosphere is more staid, Provo is referred to as the "wild west." This is the new frontier where the bulk of the investment in Turks and Caicos is being staked.

The impetus to develop Provo came from a wealthy American pilot, Mr Fredrick Luddington, who had frequently flown over the island and recognised its potential—large sandy beach fronts, good, though not lush, vegetation, and slight elevation above the rest of the cays.

Consortium

He put together a consortium that included members of two well known American families—DuPont and Roosevelt—and Mr Rogers Morton, who was prominent in the Nixon Administration.

This array of names was instrumental in persuading the British Government to part with some 4,000 acres of prime land on Provo. The island was almost entirely Crown land. Opinions vary but Mr Luddington and his associates who formed Provident Ltd probably acquired over 60 per cent of the best land available.

In return for this they agreed to construct a 4,500 ft airstrip, the prime beach front site near the Third Turtle, was going for \$15,000. The same site today is worth up to \$200,000. Land on Provo's ridge, which has views of both sides of the ocean, land is going in lots of one acre for \$45,000 to \$65,000.

With the exception of beach front property in and close to the commercial centre of Grand Turk, Provo property is the

most expensive and has also seen the biggest change of hands. "Prices took off when we realised the airport was to become international and when Club Med decided to come here," says Mr Soderquist.

Among the main local interests involved in property are the Mistick family (Prestigious Properties) on Grand Turk and North Caicos, and Mr Albray Butterfield (Butterfield Gold) on Provo.

Tax exile money

Most money comes from Canada and the U.S. The advent of the Club Mediterranée is expected to generate French interest, and there is some British tax exile interest as well.

The origin of the money is often hard to establish, however, since it is routed through Cayman and Bahamas.

Provident built the first hotel on the island, the Third Turtle, and the adjacent mini-hotel (Luddington International) stems from the work done by Provident. The original share capital of Provident has gone through various mutations as a result of Mr Luddington's death, and a great deal of land has been sold off. (The 70 acre Club Mediterranée site was bought from them.) Nevertheless, Provident and its offshoots still control more land than anyone else save the Crown.

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On Provo last month residents learned with surprise that an energetic young developer with a key mining site had been arrested pending extradition proceedings brought by the U.S. authorities on drug charges.

But in general all those involved in the business are anxious to give the property business a "clean" image, well aware that anything else could damage long term prospects.

Until now, most property dealing and development has been highly speculative with prices affected by a number of factors.

1.—The islands' tax haven status offers an attractive offshore investment away from the scrutiny of the tax authorities. Alternatively purchases have been made and construction carried out as tax loss or tax deductible operations.

2.—The islands are well

located, just over an hour's flying time from Miami.

3.—The climate is exceptionally good with trade winds that cool and dry the tropical heat.

4.—Property in the Bahamas and Cayman has rocketed in the past 20 years. The Turks and Caicos are in a similar position now as the latter were at the start of the development.

5.—The natural expansion of North American capital and leisure interest. The Turks and Caicos untrapped areas are seen as one of the last frontiers.

6.—The offer of residential status that accompanies a substantial serious investment (around \$200,000 but at the discretion of the Government).

A more general consideration affecting price is the linkage of the Turks and Caicos Islands to the U.S. dollar. This makes the investment well hedged and relatively liquid, with no problems of moving it once converted into cash.

Another attraction is that the islands remain under British protection as a dependency. When general elections were held in April, prices headed and business held back pending the outcome.

Investors recognise that there is an element of risk long term as to which way the islands will go politically—even though both political parties claim not to want independence and to accept the same model of economic development.

A number of property dealers with long experience in the islands believe that so much speculation in land has occurred in the past two years that profits will have to be made now through construction.

"With land costs up to \$200,000 for a prime site and construction costs around \$80 per sq ft, we have to be careful not to price ourselves out of the market," says one prominent real estate dealer.

Buyers for finished property are mainly senior executives who want winter retreats. It is a quality market aimed at a couple or family who want tranquillity, exclusiveness, and personal service. The residential status attached to a house purchase could also attract Hong Kong citizens, developers hope.

The limiting factor on development is going to be construction costs. Construction is more expensive on the islands than anywhere else in the area as all materials and most labour have to be imported.

Insufficient properties have been presold, too, and more genuine buyers rather than speculators are now needed.

The Government finds itself in a difficult position. It would like to control the nature of development. Yet it wants to generate income and still cannot really choose.

For instance, the work permits system does not fully control people who come in as tourists, stay briefly on the island, yet deal in real estate. The ultimate form of control remains in the British Government's hands—Crown land. West Caicos, for example, is uninhabited, and there is more vacant land in the islands than in the whole land area of the British dependencies in the Caribbean.

Without doubt the long-talked-of causeway project, linking South Caicos to North Caicos, and eventually Provo, would open up huge areas of land for development. The absence of such a link has held back property values on North Caicos where less land is in Crown land.

If the project does get under way, it is most likely that a good part of the finance would come via the sale of land against commitments to build sections of the causeway.

Such potential excites the developers; but behind all the talk and hope, caution is perhaps wiser. Given the value of land now, it is going to be a difficult exercise for the authorities to value Crown land in the causeway project.

In the meantime development is going to focus essentially on Grand Turk and Provo. A major boost to land values and development will come when one of the major hotel chains, of which Hyatt seems the most likely candidate, announces a big tourist project.

Salt production, once the islands' main source of revenue, looks doomed for ever but a new industry may soon be born

White gold gloom

THE HISTORIC importance of the islands stems from the salt industry. Production of salt from an extensive network of salt pans lasted almost 300 years, finally dying out in the early 1960s.

Various attempts have been made to interest the major international salt producers in reviving the industry; but so far they have all failed at the investment necessary.

The industry was developed by colonists from Bermuda, first on Salt Cay and then on Grand Turk. By the turn of the 17th century salt production was flourishing. The success of the business was much helped by the location of the islands. Lying at the opening of the Windward Passage between Cuba and Hispaniola, the salt could be sold to vessels both going to and from the New World.

The Bermudians treated it as a seasonal business, coming down in the summer months and returning north

for the winter. They brought in most of the stone for dykes construction, and for their own houses. On Salt Cay much of the original channels for the sea water remain, and one of the largest houses in the islands is a huge stone property on this cay built in the early 19th century. The raising was done by imported slaves.

The salt was considered high quality and fetched premium prices, especially during the American War of Independence. The islands traditionally referred to salt as their white gold.

The small local population made it an export industry, which thrived while the world traded in shallow draft sailing vessels. The advent of the steamship and deeper drafts gradually eroded the value of the business since the islands possessed no deep water port.

The Government stepped in to try and rescue the industry

try in 1951, acquiring the entire operation. But it stagnated on for only 12 years at the end of which mounting losses and impossibly high overheads forced its closure.

For Salt Cay the collapse of the industry has been disastrous. Salt was the sole source of employment. The population has been almost halved in the last 30 years and there is nothing to keep people on the island.

In addition the cutting down of trees to lessen humidity for the salt drying has reduced the fertility of the land, and most land for the salt. Land fertility has also been reduced in Grand Turk but at least there the salt can be reclaimed for urban development if necessary.

On Salt Cay there is talk of using the salt pans for shrimp farming. But, so far, no-one has produced the cash and a firm plan.

High hopes for aragonite

A GREAT many projects have ended up as bar gossip, totally unrealistic against the islands' primitive infrastructure. But one of the few ideas which has got off the ground is a project to utilise a rare form of sand found offshore in West Caicos.

This is aragonite, an extremely pure form of calcium carbonate—until now found of Bimini and in parts of Spain. Its main use is in Portland cement but it also has applications in paint, glass and special steels manufacture.

The aragonite project off West Caicos involves an initial investment of \$30m and could bring in annual royalties to the Government in the order of \$500,000. It will provide a stimulus to develop West Caicos and could eventually offer the opportunity to establish some ancillary industries.

The project is being carried out by Continental Mining and Dredging. This is a locally incorporated company, backed by a group of American investors whose identity is undisclosed due to the island's confidentiality in company registration.

Initially Continental signed an exploration contract in September 1982. In return for being allowed to prospect, the company agreed to carry out a feasibility study for the construction of a causeway between East and Middle Caicos, plus a study on Caicos, plus a study of extracting the aragonite from the shallow waters.

The latter aspect was of particular importance since the islands pride themselves on having exceptionally rich marine life, which is the principal tourist attraction.

Although commercial quantities were not found where aragonite was first sighted, they were later located on the northern shelf of West Caicos. It is estimated that around 100m tonnes are recoverable.

On the basis of these reserves, Continental decided to go ahead and an operating agreement was signed with the Government. This guarantees the Government a minimum royalty of \$100,000 and is on a sliding scale pegged to production. Annual production could be as high as 5m tonnes, taking royalty payments up to \$500,000.

So far the company has invested \$2m. The bulk of the expenditure will be on dredging and constructing a terminal port and a conveyor belt.

Company representatives are confident that production can begin this year. However, everything has to be done from scratch, including erection of accommodation for up to 200 persons on site.

Also there have been a number of arcane legal snags attached to the rights for extraction of resources offshore. The islands have no continental shelf legislation.

The aragonite is mainly destined for the U.S. The impact of extraction on marine life is thought to be minimal, since aragonite is a renewable resource—albeit over a long time scale.

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There are now over 3,800 companies registered in the Islands, about 1,800 of them exempted companies. New registrations are at the rate of almost 1,000 per annum.

The embryonic Trade Marks Registry has almost 250 marks registered and is continuing to expand.

Not these features of registering in the Turks and Caicos Islands:

LOW FEES: Registry fees are pitched attractively low and compare most favourably with corresponding fees charged in the Caribbean and other commercial centres of the world. For example, U.S.\$25 to register an exempted company with a share capital not exceeding U.S.\$100,000. And the annual renewal fee for any exempted company, irrespective of capitalisation, is U.S.\$300. Ordinary companies are even less expensive. U.S.\$275 on registration if the share capital does not exceed U.S.\$50,000, with a ceiling of U.S.\$2,000 if exceeding U.S.\$2,000,000; and the annual renewal fee is fixed at U.S.\$250, whatever the share capital.

Trade Marks can be registered for as little as U.S.\$50 if already registered in the U.K. The usual fee is U.S.\$60 but there are concessions, e.g. for a series of marks for goods in the same class. And registration gives 14 years' protection, after which the mark may be renewed.

Patents, which must first be registered either in the U.K. or in European Patents (E.U.), can be registered for U.S.\$40 if the applicant is the grantee, otherwise the fee is U.S.\$80.

SIMPLE ANNUAL RETURNS: Especially for exempted companies, which are only required to file an annual declaration each January as to compliance with the 1981

laws of that jurisdiction.

REDOMICILING POWER: Overseas companies may, if the laws of the country of incorporation do not forbid it and subject to safeguards to protect creditors, register in the Islands as before and as if it had been incorporated as an exempted company. There is a corresponding power for a company registered in the Islands to transfer to another jurisdiction provided the laws of that jurisdiction allow it.

SECURITY FOR RECORDS: The registries now have a microfilming system, used to reduce all important files and records to microfiche which are then stored in one or more places of security—away from the risk of damage or loss through fire, storm or flood.

Further information may be obtained from the Registrar General, Grand Turk, Turks and Caicos Islands Telephone 2550 or 2002

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TWENTY YEARS ago, the mail on most of the islands was delivered by aerial drop. One pilot recalls becoming so skilled that he could drop the mail out of the aeroplane window into the arms of the postman (who happened to be a good cricketer).

Communication between the islands was infrequent at best and Grand Turk, the capital, was visited perhaps only once a year for Christmas shopping by people from the other islands.

Even now, life tends to revolve round events such as the arrival of fresh food from Miami. On Wednesdays in Grand Turk the shops close for two hours while produce is collected from the airport. Then there is a rush as customers come to see what has been imported.

Change has been fast over the last decade; but the starting point was so basic that the level of services and the choice of goods leaves much to be desired. The most important improvements have been in inter-island mobility and in the islands' access to the outside world.

Although the Turks and Caicos are a British dependency modern infrastructure has been provided by the Americans through the construction of military facilities. The U.S. established a military presence on South Caicos during the Second World War, upgrading the airfield and refuelling facilities.

Airfield

In the 1950s, the British Government permitted an American missile tracking station on Grand Turk, which also resulted in the present airfield, the loading jetty for barges, and the main road into town. The tracking station has latterly been used in the NASA space programme.

At the north end of Grand Turk, the Americans additionally built an oceanographic facility to track Soviet submarines, plus a Coast Guard station on South Caicos.

By the end of last year, the Americans had abandoned all these installations, technological advances having rendered them obsolete. Nevertheless, they remain the largest complex of completed buildings on the islands. One scheme suggested last year was to turn the Navy base into a medical school.

By contrast the British



The new Providenciales airport. Its opening earlier this year was essential for the Islands' future development

Development

Moving from the base line

Government has concentrated on the basics of colonial administration, gearing its low level commitment to the small population to meeting the cost of duplicated infrastructure throughout the archipelago and compensating for the lack of natural resources. By the time the schooling and health bills had been covered, there was little left either in revenue or aid allocation for roads, electricity, telecommunications, airports, ports and housing. The first major capital commitment was the \$10m Providenciales airport project, completed this year.

Where possible the British Government and the islands' Government have preferred to let the services be set up and run by private enterprise. Thus the main power supply, the national airline (TCNA), telecommunications (Cable and Wireless) and part of the water distribution are in private hands. Most of the roads on

Providenciales have been privately built. Freight services to and from the islands are all private and without subsidy. However, the Government is in charge of ports development and retains responsibility for the development and running of airports.

TCNA was bought out last year by a Texan millionaire, Mr Thomas ("Tommy") Strasburger, who already had invested in a small tourist development on Grand Turk and possessed the Hertz car rental franchise. He paid \$500,000 for TCNA, enabling its debts to be cleared. The new owner acquired the right to lease the islands' terminals plus four aircraft (two Islanders, one Trilander and one Aztec). Four more second-hand light aircraft have been acquired and Mr Strasburger is looking into a slightly larger aircraft of the F-27 type capable of taking around 30 passengers.

The opposition People's Democratic Party (PDM) sought unsuccessfully to block the deal, arguing that the present structures. Eleven aircraft have been left with the government and Caicos private shareholders. However, TCNA has acquired a new spruced up image and more flights have been put on. In six months passenger traffic has risen from 2,500 per month to 3,800.

Mr Strasburger says he believes the airline can both provide a service and be profitable. He takes the long term view that the islands will develop and that the right to two U.S. routes possessed by TCNA will be invaluable for generating U.S. tourist custom. TCNA also has routes to Puerto Plata in the Dominican Republic and Cap Haitien in Haiti, a fast expanding link.

There are a plethora of small air charter companies, the most significant being Flamingo Air Services. This makes movement easy, though expensive. The local aviation authorities have sought to tighten up on U.S. pilots operating in view of less stringent U.S. licensing regulations. Eleven aircraft have crashed in the past 12 months.

Viable

Other scheduled passenger international services are supplied by Air Florida, Cayman Airways and Bahamas Air—the latter serving South Caicos.

Under the islands' 1984-87 development plan greater attention is being given to improving port facilities, essential to support the projected volume of development.

On Grand Turk the U.S.-built jetty is in poor condition and will need both renovation and extension. The Caribbean Development Bank (CDB) has

agreed in principle to finance this \$2m project, provided docking dues make it viable.

The biggest current development is a \$12m new dock on Providenciales, financed by the CDB.

South Caicos port facilities are being upgraded with a British development aid grant of \$415,000 for a new dock. Almost certainly more funds will be needed for this dock since the existing contract has been broken.

In North Caicos, there are plans to spend \$1.5m on a new port, probably sited at Bellfield or Parrot Cay.

Fortunately, the sea voyage from Miami, whence most goods come, is relatively calm, this means that goods can be carried easily in simple shallow draft barges with a roll-on/roll-off service. Much of the goods are not shipped by container, the main ship being operated by Mavline of Fort Lauderdale, which recently started up a new weekly service in conjunction with Baxter House from Europe.

The transportation hurdles are slowly being tackled, but it is worth underlining that, should development begin to move any faster than the present pace, there would be serious bottlenecks. For instance no more than one complex such as the Club Mediterranée could be built on Providenciales at one time. Equally telecommunications, so vital for all aspects of development, could find difficulty coping with the pace.

Cable and Wireless acquired in 1972 a 20-year franchise providing exclusive telecommunications rights. The company has been criticised locally for its slowness both in providing line and in installing direct dialling.

However, when set against the small number of subscribers—870 in all—Cable and Wireless has been called on to make a major investment, and it has also faced problems finding a suitable site without resorting to costly imported labour.

It has just invested \$4.5m in a digital microwave link and plans to install a \$2.2m digital switch in 1986, plus a further 100-line extension for Providenciales. In Grand Turk lines are reaching close to saturation and some relief should be forthcoming by the end of this year.

Incoming direct dialling from the U.S. has been held up by a dispute between Cable and Wireless and AT and T over how to share costs and pricing. But the company believes that this service will be available before the summer.

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Altar boys outside a Grand Turk church. Religion plays a strong role in the islands' life

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